

# 2024 Proposed Budget



CITY OF  
**Thunder Bay**  
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**City of Thunder Bay**  
**2024 Proposed Budget**  
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# 2024 Budget Executive Summary



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# EXECUTIVE SUMMARY

The 2024 proposed Operating and Capital Budget for the City of Thunder Bay supports the *2023 – 2027 Maamawe, Growing Together Strategic Plan*, fostering an inclusive city focused on service excellence, collaboration, and providing opportunities for a high quality of life.

The City of Thunder Bay values accountability, transparency, and inclusiveness in its Budget process. The proposed Budget has been developed to effectively allocate the City’s financial, technological, and human resources to deliver key services in the City of Thunder Bay.

In order to compensate for inflationary cost pressures, and deliver a responsible Budget, mitigation strategies continue to be considered and implemented where appropriate. The strategies include line-by-line reviews, project prioritization, opportunities to increase revenues, and effective use of debt, reserves and reserve funds.

Overall, the City of Thunder Bay 2024 proposed Operating and Capital Budget includes total gross spending of \$538.3 million, an increase of \$23.5 million or 4.6% compared to the previous year.

Figure 1: 2024 Total Operating and Capital Budget

Operating and Capital Expenditures	2023 Budget \$	2024 Budget \$	Budget Change	
			Increase/ (Decrease) \$	%
Tax Supported	447,480,600	469,674,000	22,193,400	5.0%
Rate Supported	67,230,100	68,587,800	1,357,700	2.0%
Total Budget	514,710,700	538,261,800	23,551,100	4.6%



## Budget Drivers

The proposed Operating Budget maintains core services while navigating fiscal, social, and legislative challenges. 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. Key budget drivers for 2024 include:

### Favourable Budget Impact

- Organization realignment and service level reductions (Corporate Report 196-2023) (\$2.6 million).
- User fee increases (\$1.2 million).
- Increase in TBayTel Dividend (\$1.0 million).
- Decreased insurance premiums (\$0.8 million).
- Commencement of interest payments from Synergy North Corporation (\$0.8 million).
- Increase in other revenue including administrative recoveries and Casino revenue (\$0.5 million).
- Increased in Ontario Municipal Partnership Fund allocation (\$0.2 million).

### Unfavourable Budget Impact

- Thunder Bay Police Service budget request, due to increases in personnel services from phased in expansions from 2023, backfill coverage, 2024 expansions, and additional equipment maintenance (\$2.3 million).
- Continued implementation of approved Program and Services Review recommendations including expansions for the Human Resources Strategy, Digital Strategy, and other expansions including the Affordable Transit Pass Pilot Project, Recreation and Culture Affordable Access Pilot Project, Airport Rebate Program, and provincially mandated Organics Program (\$1.7 million).
- Outside and Local Boards increases (excluding Thunder Bay Police Service and Police Services Board) (\$1.6 million).

- Inflationary increases for materials and purchased services for parts, salt, paint, contracted repairs and maintenance, and snow removal (\$1.1 million). Inflationary increases, ongoing supply chain issues, and the interplay of supply and demand have impacted capital project estimates and timelines.
- One-time use of reserves and reserve funds in 2023 that were not offset by approved service level reductions (\$0.9 million).
- Thunder Bay Police Service Board increase (\$0.2 million).

## Staffing

The staffing resources required to deliver the services covered in the 2024 proposed Budget are indicated in the Figure 2 below. The full-time equivalent (FTE) staff complement proposed in the 2024 budget, including one-time positions, is 2,188.9, a net increase of 6.3 FTE compared to the 2023 approved budget. The proposed 2024 staff complement includes 8.7 one-time FTEs with proposed financing from the Stabilization Reserve so there is no impact on the tax levy for these positions.

*Figure 2: Proposed Full-Time Equivalent Staff Complement*

Department	2023 Complement	2024 Proposed Complement	Increase/ (Decrease)	%
Mayor, Council & City Manager's Office	91.6	92.9	1.3	1.4%
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%
Outside Boards (Police & CEDC)	402.2	405.5	3.3	0.8%
Total	2,182.6	2,188.9	6.3	0.3%

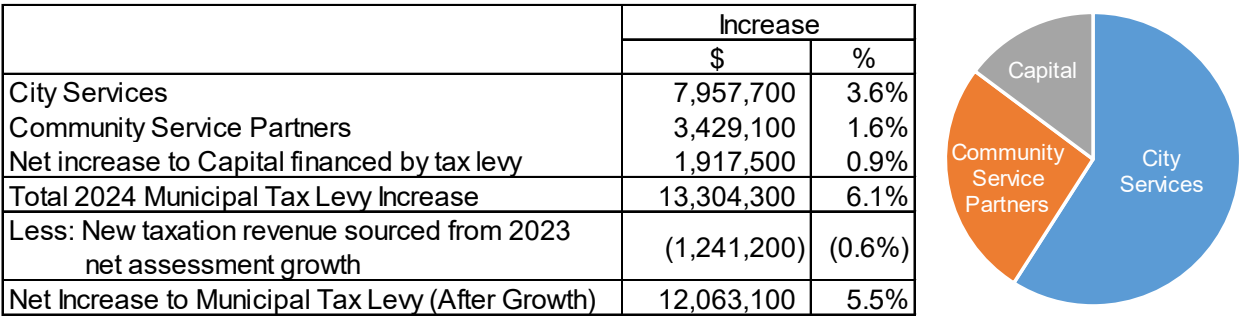
Municipal Tax Levy

The Municipal Tax Levy is the total amount that needs to be raised from property taxes to fund City services, including Community Service Partners (Local and Outside Boards), and to contribute to capital infrastructure programs. Net positive growth in the City’s assessment base in 2023 due to new construction, additions, and improvements is projected to provide \$1.2 million in new revenue (growth) that is available to the municipality. This will reduce the financial burden for existing taxpayers.

The Municipal Tax Levy required to support the 2024 proposed Budget is \$231.7 million (\$211.5 million Operating, \$20.2 million Capital), an increase of \$13.3 million or 6.1% compared to the previous year. After factoring in assessment growth, the net impact is 5.5%, which is in line with budget direction provided by City Council on July 24, 2023.

City Council has limited control over the tax supported levy increases established by Community Services Partners, as illustrated in Figure 3 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 3: Breakdown of Proposed Levy Increase

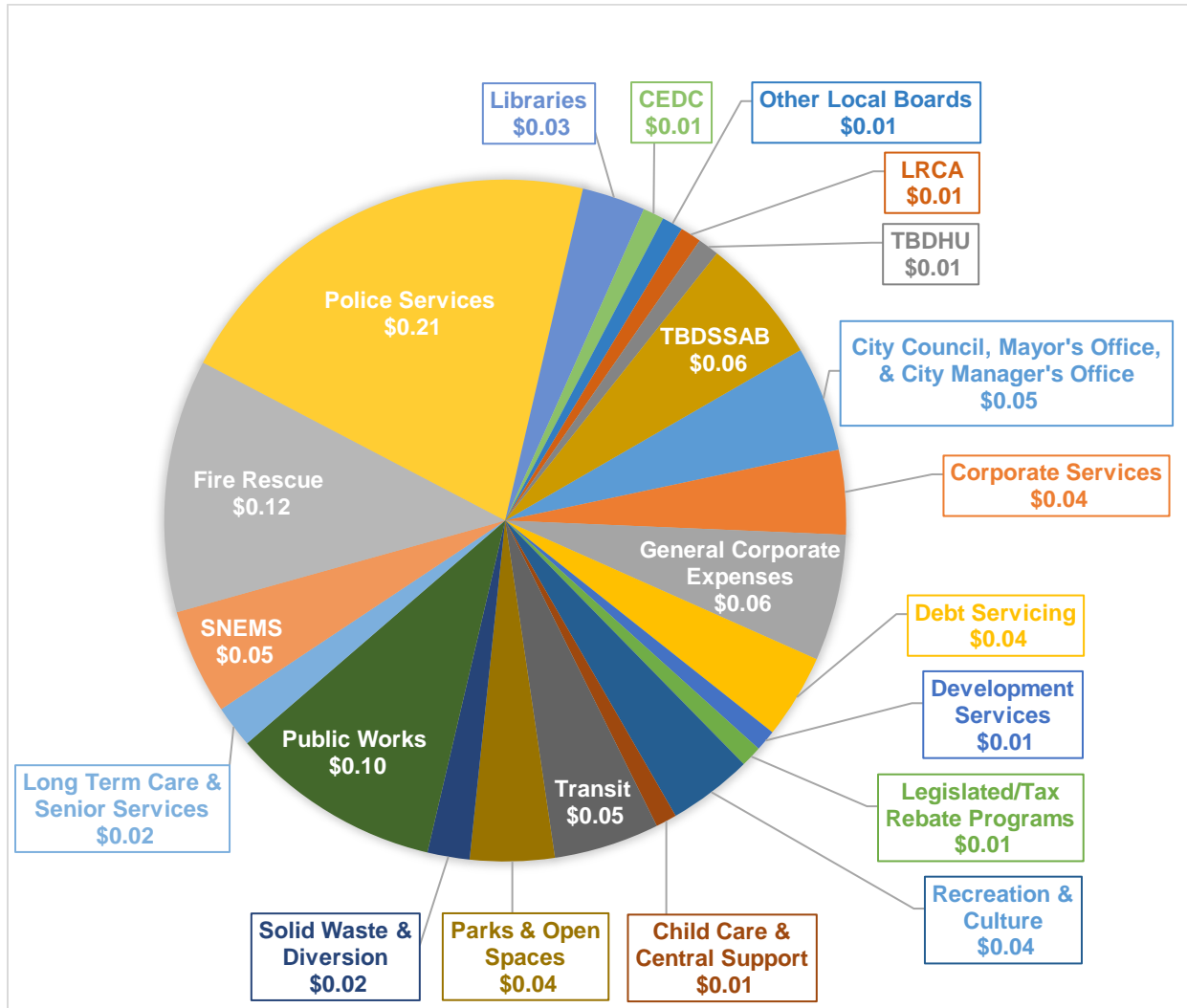


A tax levy increase of 5.5% does not impact all taxpayers equally. Assessment changes are also a factor in determining the increase each taxpayer will experience. The Municipal Property Assessment Corporation (MPAC), a provincial agency, is responsible for conducting property assessments in Ontario and preparing assessment rolls for municipalities on a Current Value Assessment (CVA) basis. The amount of property taxes payable on a property is determined by multiplying the CVA of the property by the applicable tax rate for that class of property, subject to any legislative or Council-mandated adjustments.

## How Property Taxes Are Spent

In 2024, for every dollar of property tax collected, \$0.66 would go towards City Services, and \$0.34 would go to Community Service Partners. Figure 4 below highlights how each dollar of Tax Levy is spent.

Figure 4: How Each Tax Dollar is Spent





## Tax Supported Operating Budget

Total proposed Tax Supported Operating Budget expenditures of \$389.8 million represents an increase of \$9.2 million or 2.4% over 2023. Figures 5 and 6 below illustrate how the 2024 proposed Tax Supported Operating Budget will be invested to deliver services, and the proposed sources of financing.

Figure 5: 2024 Proposed Tax Supported Operating Expenditures

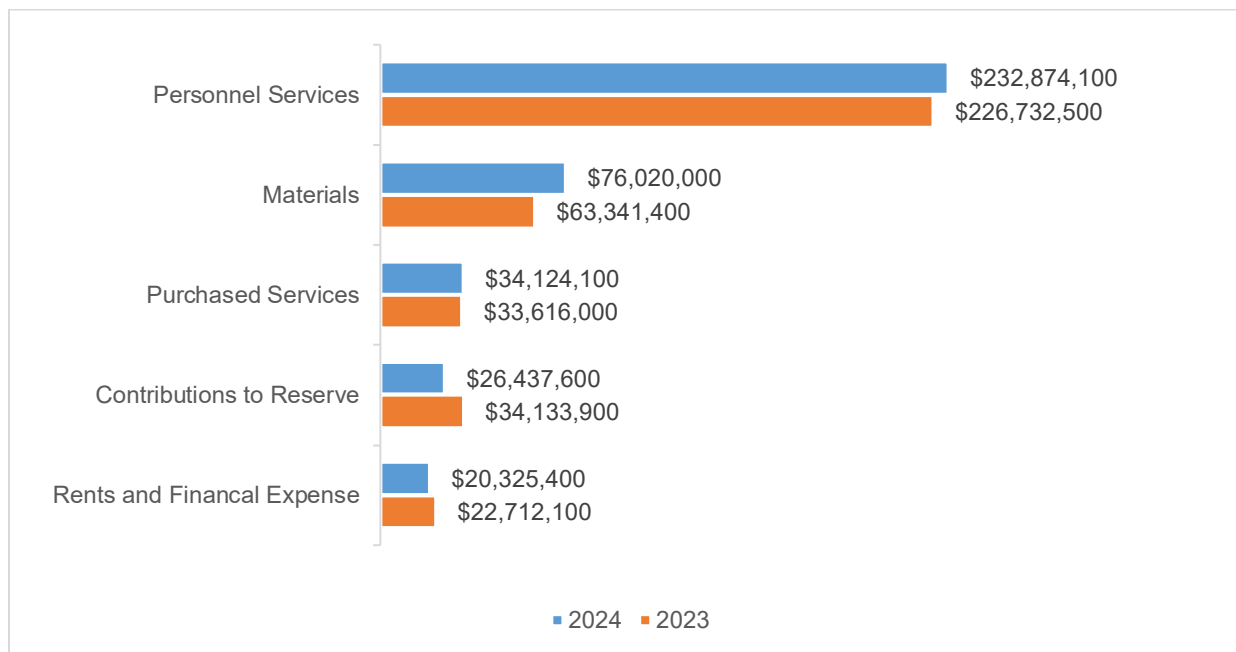
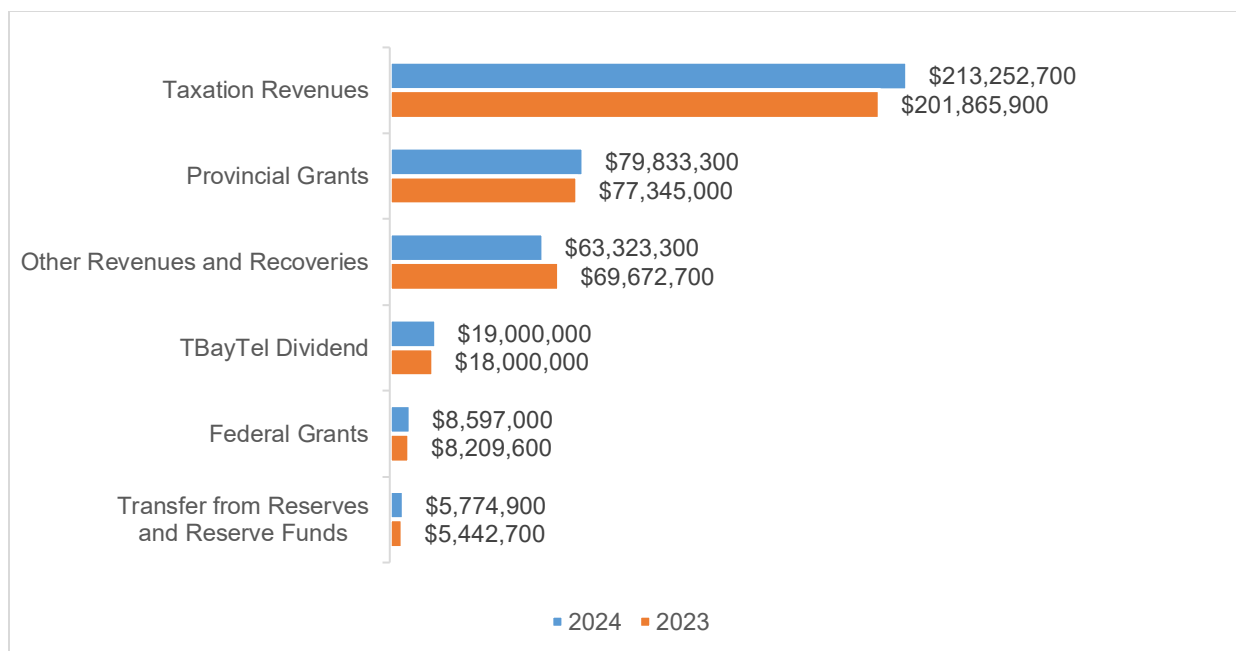


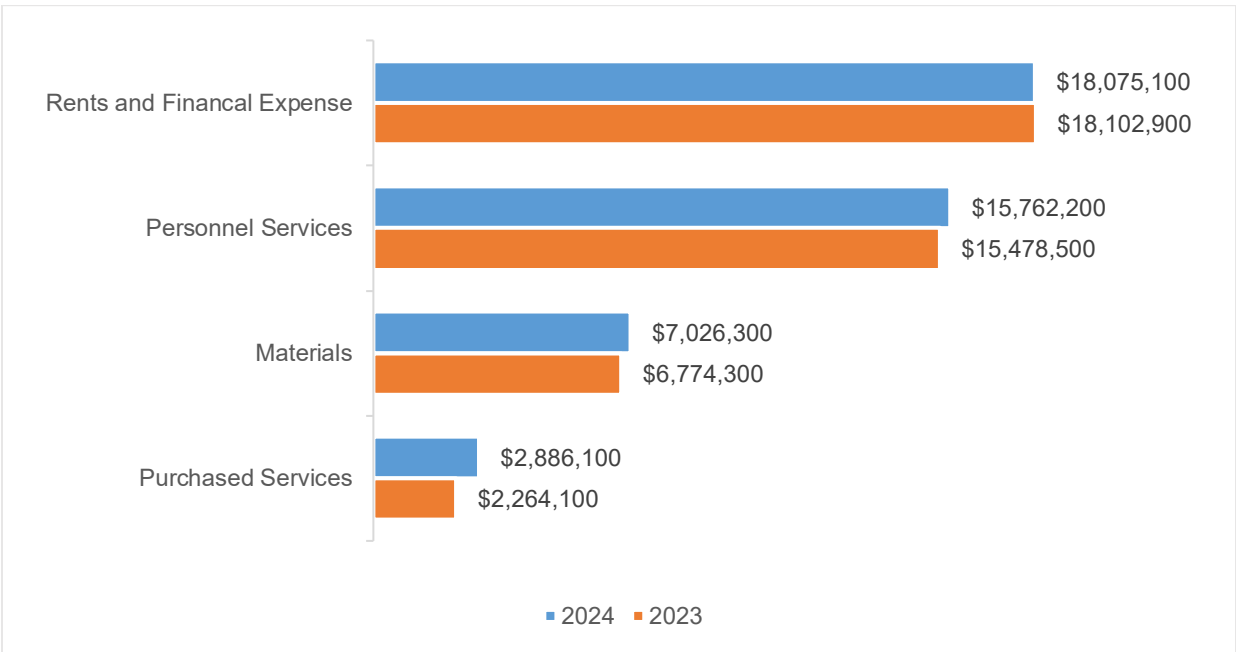
Figure 6: 2024 Proposed Sources of Financing



Rate Supported Operating Budget

Total proposed Rate Supported Operating Budget expenditures of \$43.7 million represents an increase of \$1.1 million or 2.7% over 2023. Rate supported programs include Waterworks, Wastewater (Sewer), Solid Waste (Landfill), and Prince Arthur’s Landing – Boater Services. Figure 7 below illustrates how the 2024 proposed Rate Supported Operating Budget will be invested to deliver these programs.

Figure 7: 2024 Proposed Rate Supported Operating Expenditures



User fees and services charges are established and approved by City Council annually to support financially sustainable services. Rate supported user fees and service charges are discussed below.

Waterworks

Water rate increases are in accordance with the long-term Water Authority Financial Plan (Plan update to be provided to City Council in January 2024). The Financial Plan has been prepared in accordance with provincial legislation and maintains the City’s water rates at affordable levels overall and provides a sustainable water system that will deliver safe drinking water today and into the future. For 2024, the water rate increase is 3.0% over 2023 rates.

For the average household using 200 cubic meters of water in a year, the water rate increase represents an annual increase of \$21.09, with the daily cost for water services averaging \$2.01 a day.

### Wastewater (Sewer)

Wastewater surcharges will remain at 90% of the total water fixed and volumetric charge consistent with the Wastewater System 20-Year Financial Plan that was updated in 2022. For 2024, the wastewater surcharge increase is 3.0% over 2023 rates. For the average household with sewer service, the surcharge increase represents an annual increase of \$18.98, with the daily cost averaging \$1.81 per day.

Thunder Bay water and wastewater rates remain affordable. As illustrated in Figure 8, for the average Thunder Bay household, the proposed total cost for sewer and water averages \$1,395 for 2024, or approximately 1.5% of median household income. The industry standard suggests that rates are considered affordable when a combined water/sewer bill is no more than 4.5% of median household income.

*Figure 8: 2024 Proposed Water and Wastewater Rate Compared to 2023*

Average Residential Household - consumption@ 200 m3 per year					
Program		2023 \$	2024 \$	Average Annual Increase \$	Average Cost Per Day \$
Waterworks	Fixed Rate (\$/yr)	324.12	333.61	9.49	0.91
	Volumetric (\$/200m3)	388.80	400.40	11.60	1.10
	Total Water	712.92	734.01	21.09	2.01
Wastewater (Sewer)	90% Sewer Surcharge	641.63	660.61	18.98	1.81
Total Water & Wastewater		1,354.55	1,394.62	40.07	3.82

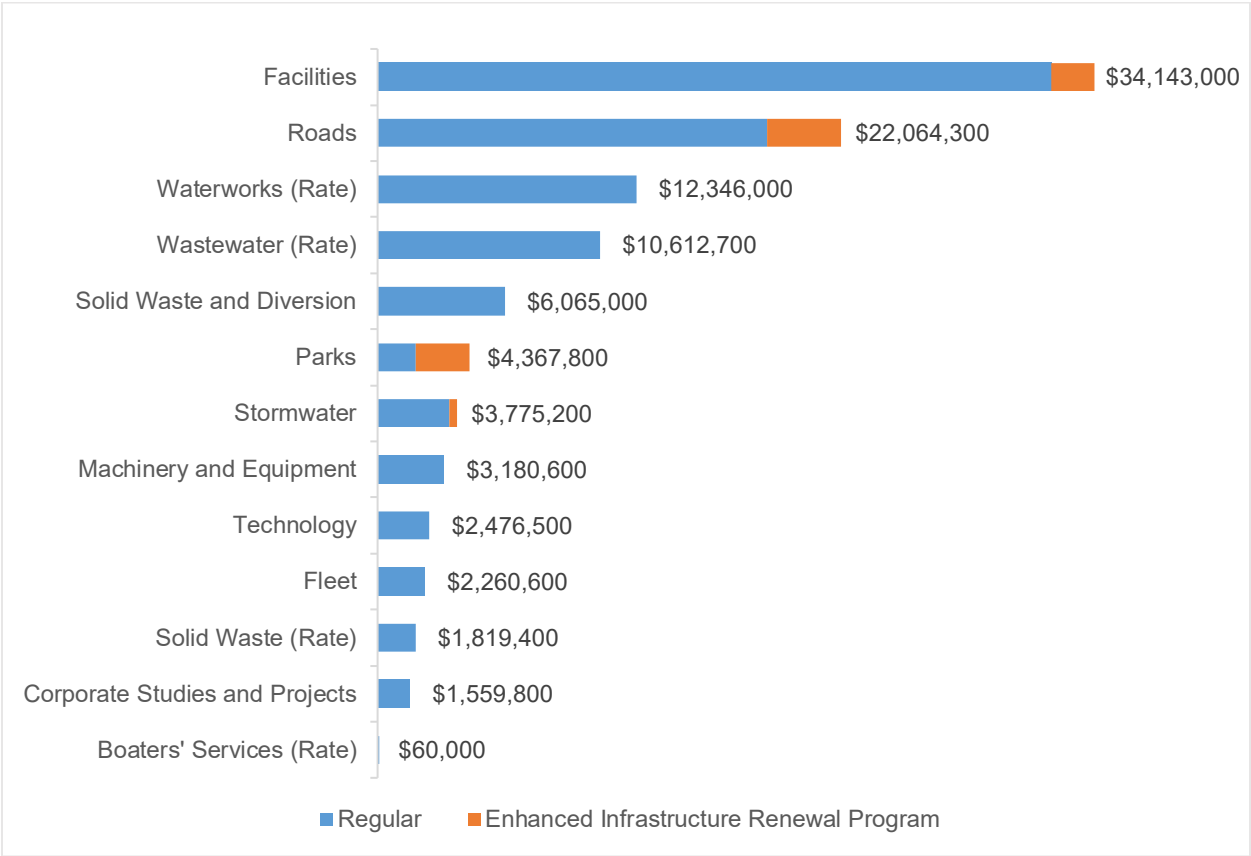
### Solid Waste (Landfill)

The minimum charge for a trip to the Landfill remains at \$10 and is applicable on loads up to 120kg. Tonnage charge for loads over 120kg will increase 3.0% to \$89.21/tonne. A 200kg load of waste will cost \$0.21 more than in 2023.

Tax and Rate Supported Capital Budget

The 2024 proposed Capital Budget is developed strategically to prioritize projects and achieve long-term sustainability of corporate assets. Figure 9 below illustrates how the planned investment of \$104.7 million is to be invested, including the City’s Enhanced Infrastructure Renewal Program (EIRP).

Figure 9: 2024 Proposed Capital Expenditure by Category



Figures 10 and 11 below illustrate how the 2024 proposed Tax Supported and Rate Supported Capital Budgets will be financed. Total Capital financed from the tax levy (\$20.2 million) is 10.5% higher than the previous year. This amount includes a portion (\$1.5 million) of the net debt servicing cost savings related to the retirement of the Homes Debenture.



Figure 10: 2024 Proposed Capital Plan Financing – Tax Supported

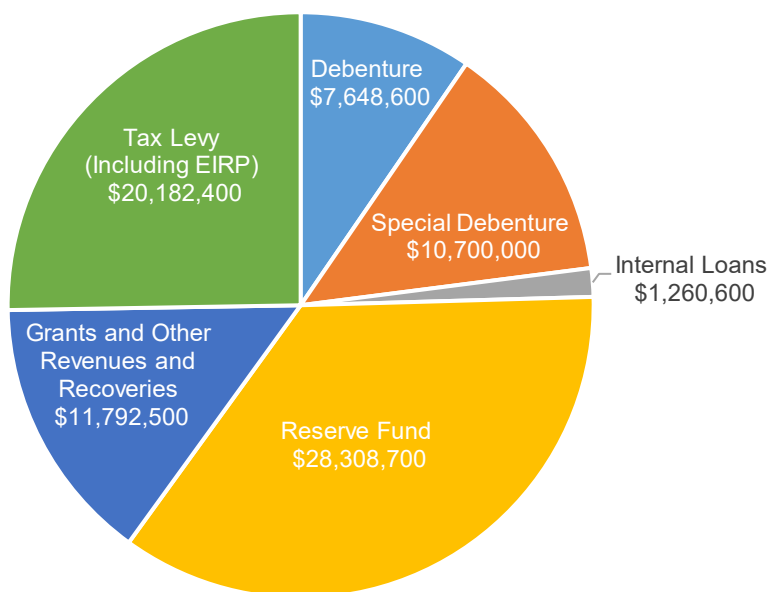
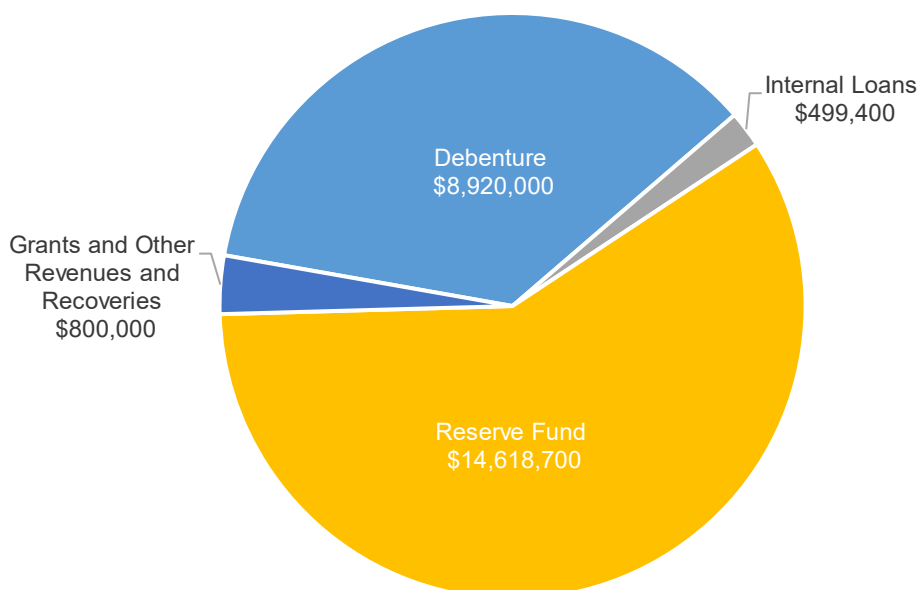


Figure 11: 2024 Proposed Capital Plan Financing – Rate Supported



## Asset Management Plan

The City of Thunder Bay is developing an Asset Management Plan in compliance with *Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure* under the *Infrastructure for Jobs and Prosperities Act, 2015*. The requirement to have an Asset Management Plan is not only a responsibility that the City of Thunder Bay must meet, the Plan will also help to prioritize investments in the infrastructure that the

City owns and maintains. The continual improvement and implementation of the City's Asset Management Program will result in long term savings over the life of the City's assets.

### The Future Ready Roadmap

The Future-Ready Roadmap (Roadmap) was designed to guide the City of Thunder Bay through the Asset Management Plan's continual improvement process. The Roadmap includes the vital areas of Asset Management: Inventory and Assessment of Assets, Levels of Service, Community Engagement, Financial Strategy and Decision Making. However, none of these areas stand alone, and the Asset Management Plan requires significant input and participation from City Administration, City Council, and citizens.

### Infrastructure Deficit

The infrastructure deficit is the shortfall between historical funding levels and the required annual funding to sustain current service levels, including replacement over the life of an asset. The deficit calculation is based on the best information available and is subject to change based on additional inventory, new or more objective condition data, updated replacement values, and refined lifecycle event costing.

### Asset Management Plan: Phase One

Phase One of the Asset Management Plan was approved by City Council in December 2021. Phase One of the Plan focused on core assets including roads, bridges and culverts, water, wastewater, and stormwater. For each of these categories, information such as replacement costs, conditions, asset ages, levels of service, lifecycle activities, and climate considerations were provided. The annual infrastructure deficit for core assets outlined in Phase One of the Plan was over \$13.0 million.

### Asset Management Plan: Phase Two

Phase Two of the Asset Management Plan will be presented to Council in Q2 2024. Phase Two of the Plan will include information on all assets including core assets reported in Phase One, and will also report on facilities, fleet, land improvements, machinery, and equipment. Staff across the Corporation continue to collect data for all assets including the age, replacement costs, conditions, levels of service metrics, and lifecycle activities. This information will allow for a more accurate calculation of the full infrastructure deficit.

### Asset Management Plan: Phase Three

Phase Three of the Asset Management Plan will include a financing strategy to fund the Asset Management Plan at a proposed level of service to be established by City Council and informed through public consultation. Phase Three of the Plan will be completed prior to July 1, 2025 in compliance with the requirements of the Regulation.

## Debt Management

The City of Thunder Bay traditionally finances a portion of its annual capital program using debentures. The proposed Tax Supported debenture target of \$7.6 million is 5% higher than the previous year, consistent with the debt management strategy. A special debenture of \$10.7 million is proposed to finance the Victoriaville Demolition and Streetscaping – Phase II project. The timing and ultimate amount of debentures issued are subject to change based on various factors including market conditions, project costs, and scheduling.

Principal and interest payments projected for 2024 are presented in Figure 12 below. The City of Thunder Bay has adopted debt service ratio targets calculated as principal and interest cost as a percentage of own source revenue. With the exception of Solid Waste, the City of Thunder Bay is within its established debt-service targets. Solid waste is expected to meet its target debt service ratio in 2031.

Figure 12: 2024 Principal and Interest Payments

Program	Principal \$	Interest \$	Total \$	Debt Service Ratio	
				2024	Target
Tax Supported	8,740,000	2,169,700	10,909,700	4.2%	7.5%
Waterworks	6,430,000	2,100,000	8,530,000	24.4%	26.0%
Wastewater (Sewer)	5,551,800	1,894,200	7,446,000	26.3%	30.0%
Solid Waste (Landfill)	386,500	127,900	514,400	22.9%	16.0%
Subtotal	21,108,300	6,291,800	27,400,100		
Tbaytel (paid by Tbaytel)	3,250,000	1,070,800	4,320,800		
Overall	24,358,300	7,362,600	31,720,900	6%	10%

The City of Thunder Bay's overall target is well below the overall Debt and Financial Obligation Limit established for Municipalities by the Ministry of Municipal Affairs and Housing which prescribes a maximum limit of 25%.

The 2024 proposed Capital Budget also includes Internal Loan financing for Solid Waste and Parking Authority capital projects that are not eligible for external debenture (Figure 13). These Internal Loans are borrowed against the City's reserves and reserve funds with interest charged at 0.5% above the average investment rate in the year the loan is issued.

Figure 13: 2024 Proposed Internal Loans

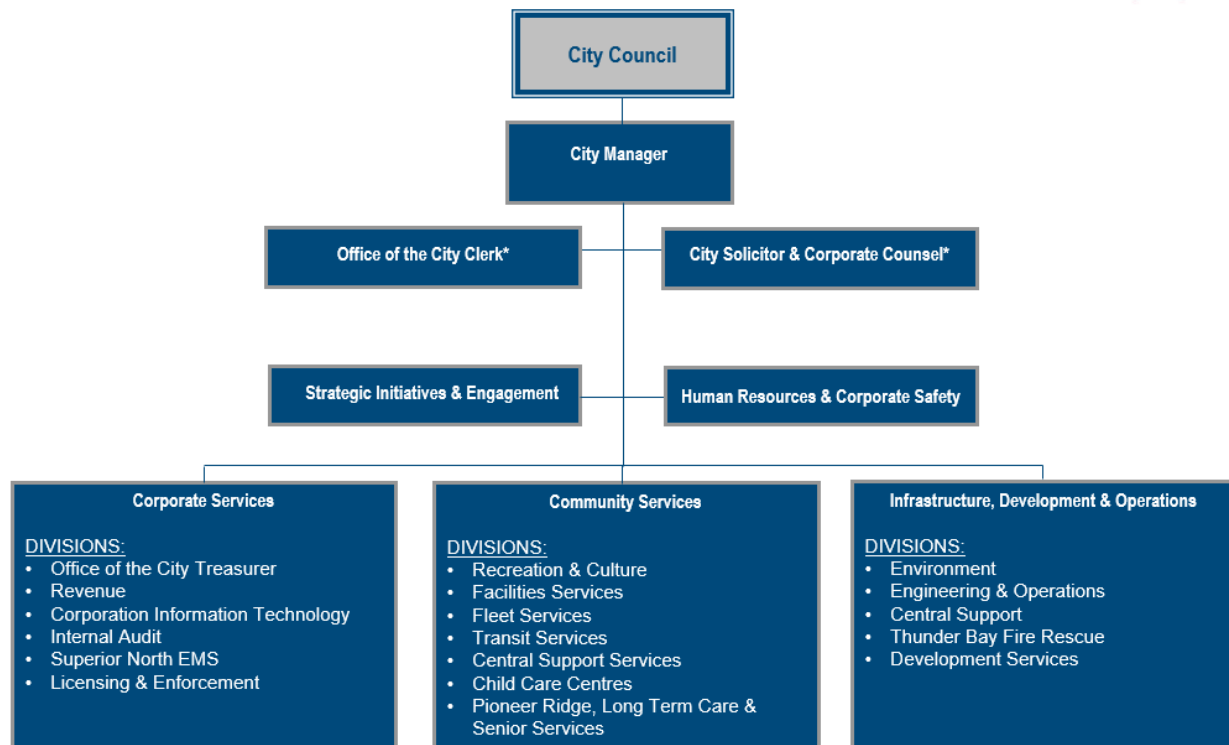
Program	Amount \$
Solid Waste (Landfill)	499,400
Parking Authority	1,260,600
Total Internal Loans	1,760,000

## BACKGROUND INFORMATION

### Organizational Structure

In 2023, the City of Thunder Bay implemented a corporate realignment, consolidating four (4) Departments into three (3). The current organizational structure is provided in Figure 14 below.

Figure 14: Corporate Organizational Structure



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



## **Common Terms**

### Tax Supported Budget

The portion of the City's budget which is funded through property taxes and funds a variety of services that contribute to the health, safety and quality of life in the City of Thunder Bay such as:

- Roads
- Parks and Open Spaces
- Emergency Services (Thunder Bay Police, Thunder Bay Fire Rescue, Superior North Emergency Medical Service)
- Recreation and Culture
- Planning Services
- Pioneer Ridge, Long Term Care and Senior Services

### Rate Supported Budget

The portion of the City's budget that is fully funded by fees that are only applied to the users of the service. These rates are separate from the property tax bills. The rate supported budget includes Waterworks, Wastewater, Solid Waste (Landfill), and Prince Arthur's Landing – Boater Services.

### Net Taxable Assessment Growth

The additional taxation revenue the City receives from new assessment generated by construction activity (expansions and new buildings) less lost assessment from demolitions and successful assessment appeals.

### Capital Budget

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

### Capital Financed by the Tax Levy

The portion of the Capital Budget that is paid for by property taxes as opposed to grants, transfers from reserves or other funding sources.

### Enhanced Infrastructure Renewal Program (EIRP)

A special component of the Capital Budget that is paid for by property taxes as opposed to grants, transfers from reserves or other funding sources. EIRP was introduced in 2011 as an incremental strategy to address the infrastructure deficit through increased capital out of revenue funding. EIRP is restricted only for capital renewal and replacement of existing assets in the following categories: Pavement rehabilitation, road network improvements, bridges and culverts, streetlights, sidewalks, storm sewers, parks and facilities.

### Annual Infrastructure Deficit

The gap between capital funding required to maintain the assets in accordance with asset management plans and the current Capital Budget.

### Debenture Debt

A type of long term loan used as partial financing for major capital projects. The debt, including interest, is repayable over 10 to 25 years. Debenture debt spreads the project costs and related tax or user fee increase over a number of years and ensures that future taxpayers/ratepayers pay their fair share of capital projects being completed today.

### Municipal Tax Levy

The total of all municipal expenditures funded by property taxes.

### Municipal Tax

The tax amount and payment-in-lieu of taxes that is calculated using the applicable general and special area tax rates. The general tax rate is applied to all properties to fund the services required to operate the municipality as determined in the budget process. Special area tax rates are applied to properties within areas that benefit from additional services. Municipalities are responsible for setting both the general and special area tax rates to fund all provided services. Municipal taxes do not include education taxes.

### Education Tax

A tax, collected by a municipality as part of the property tax, that is used to fund the cost of elementary and secondary school education. The Ministry of Finance sets the education rates for all property classes annually. The municipality forwards the education taxes levied to applicable school boards using a formula established by the province.

### Special Service Area Tax Rates (or Urban Service Area Tax Rates)

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

### Full Service Tax Rate

A percentage rate that is applied to the current value assessment (CVA) of a property to determine the taxes payable. The term Full Service Tax Rate includes the municipal and education tax rates. The municipality sets the municipal tax rates. The municipal tax rates includes the general rates and the special area tax rates. The Minister of Finance sets the education tax rates.

## Property Class

A category assigned to each type of use that occurs on a property. Descriptions are set out in provincial legislation to identify the criteria for residential, new multi-residential, multi-residential, commercial, industrial, pipeline, farm, and managed forests property classes. A municipality may adopt optional classes (office building, shopping centre, parking lots and vacant land, residual commercial, large industrial, professional sports facility and resort condominiums) by by-law. Thunder Bay currently has adopted the New Multi-Residential and Large Industrial property classes.

## Tax Ratios

Indicators of the mathematical relationship between the municipal tax rate for the residential class and the tax rates for other property classes. As the residential class is the basis for comparison for other classes, its tax ratio is always 1.0. That means that if the tax ratio for a class has a value of 2.0, the tax rate for the class when measured against the residential rate is two times more. Municipal Councils have the ability to change tax ratios to some extent within parameters established by the province.

## Threshold Ratios

In 2001, the Province introduced “threshold ratios” for Multi-Residential, Commercial, and Industrial property classes. If the commercial or industrial tax ratio is above the threshold ratio, only 50% of the property classes’ share of the general municipal levy increase can be passed on to that class. The other property classes must assume the remaining 50% of the tax increase that is not permitted to flow through. If the multi-residential tax ratio is above the threshold ratio, a full 100% levy increase restriction applies. This restriction does not apply to urban/special service levy increases.

## Gross Operating Budget

Expenditures (e.g. wages/benefits, supplies, contracted services, utilities, payments of legislative levies, debt payments etc.) required to deliver day to day City services.

## Net Operating Budget

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

## Reserves/Reserve Funds

Monies set aside for specific purposes, including both operating and capital budget items. There are two types of reserve/reserve funds:

*Statutory/Obligatory* – municipalities are required by legislation to establish certain reserve funds (e.g. Canada-Community Building Fund)

*Discretionary* – can be established by City Council for a specific purpose (e.g. Tax Assessment Appeals, Recreation Trails).

### Base Budget

Status quo budget with the same staffing, service levels, and user fees as previous years. However, the base budget will differ from the previous year's budget as it reflects increases/decreases in costs for existing staff and services as well as revenue trends.

### One Time Items

Budgeted expenses and revenues that are temporary in nature (e.g. pilot program, one time grant).

### User Fee Changes

Portion of budgeted revenues that relate to a change to the rate of a user fee (not related to change in consumption/up-take of user fee).

### Expansion

An increase in budgeted staffing levels or expansion of service not related to a one time item.

### Reduction

A reduction in budgeted staffing levels or reduction of service not related to a previous one time item.

### Full-Time Equivalent (FTE)

An FTE is the hours worked by one employee on a full-time basis (for example 1820 hours). The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. When a business employs a significant number of part-time staff, it can be useful to convert their hours worked into full time equivalents, to see how many full-time staff they equate to.

## **How Reassessment Affects the City's Budget**

While assessment is the responsibility of the Municipal Property Assessment Corporation (MPAC), the rules and regulations about assessment are set by the Province of Ontario. Reassessments are completed every four years, with assessment increases phased in equally over the four year period. Due to the pandemic, the scheduled 2020 reassessment was postponed. Properties are currently valued based on January 1, 2016 values and these values will remain for 2024.

Impact on the City – The City does not get any additional tax revenue as a result of reassessment (i.e. it is revenue neutral). The first step each year is to lower/increase the existing Municipal Tax Rate to reflect the fact that the City now has a higher/lower assessment base.

Impact on Individual Taxpayer – Taxpayers may see an assessment related increase or decrease, depending on their assessment increase/decrease relative to the City's average. The Province has mandated that assessment related increases be phased-in equally over four years, while assessment related decreases are granted immediately.



## How Tax Rates Are Calculated

The following is a simplified explanation of the complicated process of calculating property tax rates:

### Step 1) Calculate the Total Municipal Tax Levy Requirement

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

### Step 2) Calculate the Amount to be Raised by Taxation

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

### Step 3) Update Tax Ratios

All property classes have a defined ratio, relative to the Residential Class which is set at 1.000. By comparison, the ratio for the Commercial class in 2023 was 1.98. Tax policy refers to changing a non-residential ratio, which transfers the tax burden to other property classes.

### Step 4) Tax Rate Calculation

$$\frac{\text{Total Amount to be Raised by Taxation}}{\text{Total Assessment x Tax Ratios}}$$

# 2024 Tax Supported Operating and Capital Budget



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GENERAL

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

Mayor & Council

2024 BUDGET

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Mayor &amp; Council</b>															
Personnel Services	14.0	0.6	15.0		787.9	795.8	789.2	0.2%				38.3	827.5	39.6	5.0%
Purchased Services					20.0	25.0	20.0						20.0		0.0%
Materials					299.3	287.7	300.0	0.2%			(25.0)		275.0	(24.3)	(8.1%)
Gross Expenditures	14.0	0.6	15.0		1,107.2	1,108.5	1,109.2	0.2%			(25.0)	38.3	1,122.5	15.3	1.4%
Revenues															0.0%
Subtotal	<b>14.0</b>	<b>0.6</b>	<b>15.0</b>		<b>1,107.2</b>	<b>1,108.5</b>	<b>1,109.2</b>	<b>0.2%</b>			<b>(25.0)</b>	<b>38.3</b>	<b>1,122.5</b>	<b>15.3</b>	<b>1.4%</b>
Interfunctional Transfers					105.6	66.5	107.8	2.1%					107.8	2.2	2.1%
<b>Net Cost (Income)</b>	<b>14.0</b>	<b>0.6</b>	<b>15.0</b>		<b>1,212.8</b>	<b>1,175.0</b>	<b>1,217.0</b>	<b>0.3%</b>			<b>(25.0)</b>	<b>38.3</b>	<b>1,230.3</b>	<b>17.5</b>	<b>1.4%</b>

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

Mayor's Office

2024 BUDGET

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Mayor &amp; Council</b>															
Personnel Services	2.0	0.6	3.0		275.6	275.6	276.0	0.1%				38.3	314.3	38.7	14.0%
Purchased Services															0.0%
Materials					22.1	20.0	22.1						22.1		0.0%
Gross Expenditures	2.0	0.6	3.0		297.7	295.6	298.1	0.1%				38.3	336.4	38.7	13.0%
Revenues															0.0%
Subtotal	2.0	0.6	3.0		297.7	295.6	298.1	0.1%				38.3	336.4	38.7	13.0%
Interfunctional Transfers					29.1	23.9	30.5	4.8%					30.5	1.4	4.8%
<b>Net Cost (Income)</b>	2.0	0.6	3.0		326.8	319.5	328.6	0.6%				38.3	366.9	40.1	12.3%

Mayor's Office

EXPANSION

An expansion of 0.4 FTEs is required to make the Executive Assistant to the Mayor a full-time position to better manage the workload. Gross and net budget impact of \$38,300.

	Net Change FT FTE	Net Change PT FTE	One Time Gross	One Time Net	Reduction Gross	Reduction Net	User Fees Gross	User Fees Net	Expansions Gross	Expansions Net
Total Mayor's Office	1.0	(0.6)							38.3	38.3



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

City Council

2024 BUDGET

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Mayor &amp; Council</b>															
Personnel Services	12.0		12.0		512.3	520.2	513.2	0.2%					513.2	0.9	0.2%
Purchased Services					20.0	25.0	20.0						20.0		0.0%
Materials					277.2	267.7	277.9	0.3%			(25.0)		252.9	(24.3)	(8.8%)
Gross Expenditures	12.0		12.0		809.5	812.9	811.1	0.2%			(25.0)		786.1	(23.4)	(2.9%)
Revenues															0.0%
Subtotal	12.0		12.0		809.5	812.9	811.1	0.2%			(25.0)		786.1	(23.4)	(2.9%)
Interfunctional Transfers					76.3	42.6	77.4	1.4%					77.4	1.1	1.4%
<b>Net Cost (Income)</b>	12.0		12.0		885.8	855.5	888.5	0.3%			(25.0)		863.5	(22.3)	(2.5%)

City Council

REDUCTION

Elimination of Sister Cities Advisory Committee approved by Council resolution July 17, 2023. Gross and net budget reduction \$25,000.

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Total City Council					(25.0)	(25.0)				

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Clean, Green &amp; Beautiful</b>							
Clean, Green & Beautiful Initiatives	1 - 7	220.0	0.0	220.0	0.0	220.0	0.0
<b>Total Clean, Green &amp; Beautiful</b>		220.0	0.0	220.0	0.0	220.0	0.0

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

<b>Project Name :</b>	<b>Clean, Green and Beautiful Initiatives</b>	
<b>Department :</b>	GEN General	<b>Project ID :</b> GEN-CGB-0001-IR
<b>Division :</b>	Clean, Green & Beautiful	<b>Parent ID :</b> GEN-CGB-0001-IR
<b>Divisional Category :</b>	Clean, Green & Beautiful Initiatives	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

These projects are consistent with the approved Clean, Green and Beautiful (CGB) policy, which established the CGB Committee to provide the civic leadership to move forward on initiatives to improve the City's appearance, and the Solid Waste Management Strategy completed in 2014. The initiatives include the annual allocation to Public Art (\$15,000), Awards and Promotion (\$10,000) and emerging projects including high schools, CTB small projects by invitation and potential CGB grants (\$60,000). These projects may include CGB grants in partnership with Community Youth & Cultural Funding that arise and promote the vision of CGB (\$135,000).

**Consequences of Not Funding**

The projects would not proceed.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>220,000</b>	<b>220,000</b>	<b>220,000</b>	<b>660,000</b>
<b>Financing</b>				
Reserve & Reserve Funds	220,000	220,000	220,000	660,000
<b>Financing Total</b>	<b>220,000</b>	<b>220,000</b>	<b>220,000</b>	<b>660,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Clean, Green &amp; Beautiful</b>										
Clean, Green & Beautiful Initiatives	220.0	220.0	220.0	220.0	220.0	220.0	220.0	220.0	220.0	220.0
<b>Total Clean, Green &amp; Beautiful</b>	220.0	220.0	220.0	220.0	220.0	220.0	220.0	220.0	220.0	220.0

# CITY MANAGER'S OFFICE

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## **CITY MANAGER'S OFFICE**

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## CITY MANAGER'S OFFICE BUDGET OVERVIEW



### Services

**City Solicitor & Corporate Counsel** – provides legal representation and risk management services to The City of Thunder Bay, its Council, administration, staff, and related boards and agencies on matters relating to the City's business and operations.

**Human Resources & Corporate Safety** – supports city operations and compliance with statutory requirements through the provision of services, programs, policies/procedures and systems related to compensation, benefits and payroll, safety, employee and labour relations, talent acquisition and development, health services and wellness.

**Strategic Initiatives & Engagement** – develops and implements strategies and plans consistent with the corporate vision, corporate identity, and the role of municipal government. The Division provides in-house strategic consultation and services to internal clients in the areas of Corporate Communication & Community Engagement, Indigenous Relations, Community Safety & Well-Being, Drug Strategy, and Climate Change Initiatives. Under the leadership of the City Manager, the Division works with City Council and Senior Management to develop, publish and track the Corporate Strategic Plan, the Indigenous Relations & Inclusion Strategy, the Community Safety & Well-Being Plan and the Net-Zero Strategy.

**Office of the City Clerk** – maintains the administrative, as well as the legislative requirements necessary for a City Council and a municipal corporation to function. Oversight for advisory committees of Council and support to Municipal Services Boards is a function of this office. The Office of the City Clerk is authorized by the Province of Ontario to issue lottery licenses, marriage licenses, perform civil marriages and manage all municipal elections. Implementation of the multi-year Accessibility Plan is also work completed by this Division.

## City Manager's Office Budget Summary

	<b>Proposed 2024 (in \$000s)</b>	<b>2023 (in \$000s)</b>	<b>\$ Change (in \$000s)</b>	<b>% Change</b>
<b>Operating</b>				
Gross	<b>\$10,588.8</b>	\$10,322.2	\$266.6	2.6%
Net	<b>\$10,602.2</b>	\$10,271.6	\$330.6	3.2%
<b>Capital</b>				
Gross	<b>\$3,701.5</b>	\$834.0	\$2,867.5	77.5%
Net	<b>\$3,701.5</b>	\$334.0	\$3,367.5	91%

<b>Staffing Complement</b>	<b>Proposed 2024 FTE</b>	<b>2023 FTE</b>	<b>Change</b>	<b>% Change</b>
Full Time Equivalents	<b>77.1</b>	76.2	0.9	1.2%
Part Time Equivalents	<b>0.8</b>	0.7	0.1	12.5%

## Opportunities, Issues and Strategic Initiatives

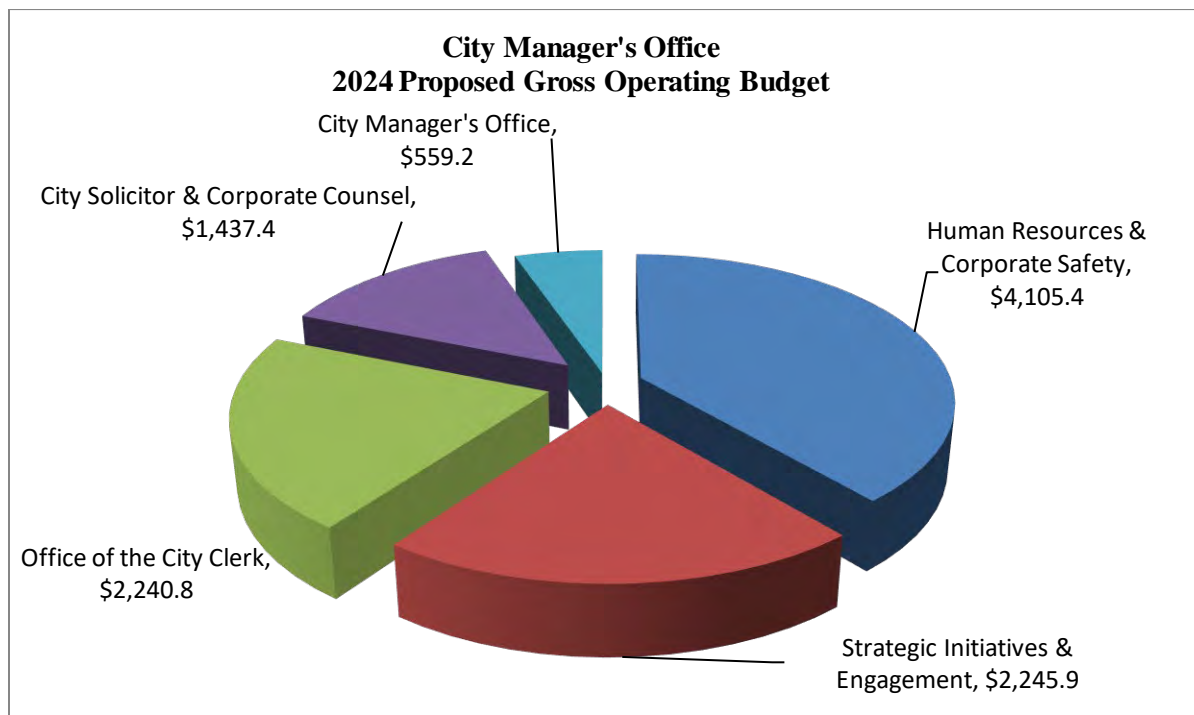
- The new 2023 – 2027 Strategic Plan for the City of Thunder Bay will be established in 2023. Development of the Plan is driven by City Council and incorporates input from internal and external stakeholders. Regular activity updates will be provided to Council.
- Implementation continues on the recommendations directed to the City from the Seven Youth Inquest and Indigenous Relations will provide an annual report to City Council.
- The Indigenous Relations section will continue to implement the Indigenous Relations & Inclusion Strategy, including fulfilling the City's Anti-Racism & Inclusion Accord.
- The Corporate Communications & Community Engagement section continues to provide consultation and expertise to engage the public in two-way dialogue on services, programs and initiatives. The Get Involved online tool enables the Corporation to deepen its application of the Public Engagement Framework.
- The Community Strategies section will continue to implement the Community Safety & Well-Being Plan, the Thunder Bay Drug Strategy, and the Net-Zero Strategy.
- Implementation of the multi-year Accessibility Plan will be finalized for 2019-2024.
- The 2024-2029 multi-year Accessibility Plan will be presented for approval in Q2 2024.
- The Office of the City Clerk is leading a corporate-wide policy review.
- The Office of the City Clerk will continue work on the Council Composition and ward Boundary Review in 2024.
- Grant Thornton Program and Services Review
  - Human Resources & Corporate Safety will continue to build out capacity of the Corporate Safety section to demonstrate the City's safety performance and support the City's commitment to develop, implement, maintain and continually improve a documented Safety Management System (SMS).

- Human Resources & Corporate Safety will continue implementation of the recommendations outlined in the Recruitment Process Improvement Project, designed to modernize and streamline the recruitment process.
- Work continues in Human Resources & Corporate Safety to implement a strategic Human Resources Plan that sets direction for how the City's employees fit in with the overall values and corporate objectives of service delivery.

## Operating Budget Highlights

### Proposed 2024 Gross Operating Budget

The Department proposes a 2024 Gross Operating Budget of **\$10.5 million** (2023 - \$10.3 million), broken down by Division as follows:



## 2024 Net Budget Compared to 2023

Overall, the Department proposes a Net Budget increase of **\$333.9 thousand**, or **3.6%**, primarily due to:

Category	Proposed 2024 Budget	2023 Budget	\$ Net Budget Impact (in \$000s)	% Increase (Decrease)	Explanation
Gross Expenses	<b>\$10,588.8</b>	\$10,322.2	\$266.6	2.5%	
Revenues	<b>(\$686.2)</b>	(\$681.4)	(\$4.8)	0.7%	Increase in user fees
Interfunctional Transfers and Transfers to Own	<b>\$699.6</b>	\$630.8	\$68.8	9.9%	The prior year transfers include a transfer from the Election Reserve Fund
<b>Total Net Budget</b>	<b>\$10,602.2</b>	<b>\$10,271.6</b>	<b>\$330.6</b>	<b>3.1%</b>	

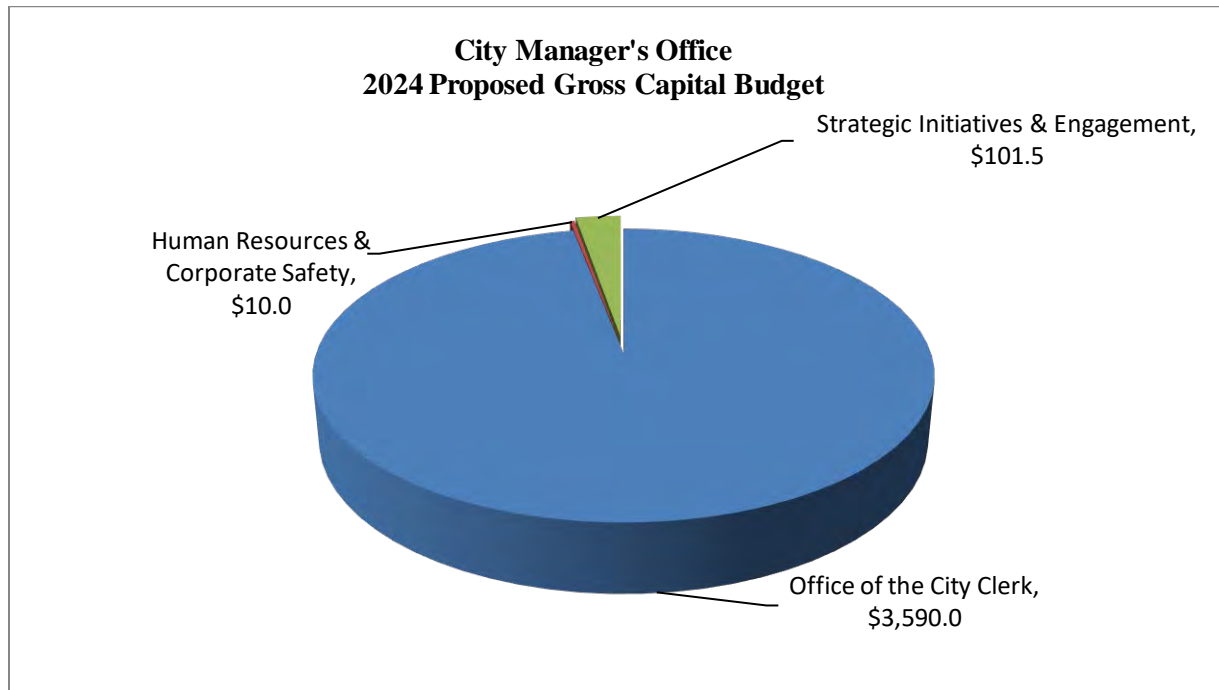
## Proposed 2024 Capital Budget Highlights

The Department proposes a **\$3,701.5 million gross** (2023 - \$ thousand) and **\$3,701.5 million net** (2023 – \$334.0 thousand) capital budget.

The 2024 proposed Capital Budget includes the following key projects:

- Addition to the Harry Kirk Archives and Records building;
- Funding for the Multi-Year Anti-Racism Systemic Review of the Corporation;
- Ongoing work related to the multi year Accessibility Plan to improve accessibility in municipal facilities;
- Funding for the Truth & Reconciliation Community Reflection Space at Hillcrest Park

The Departmental proposed 2024 Gross Capital Budget of **\$3,701.5 million** is broken down by Division as follows:



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

City Manager's Office

2024 BUDGET

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>FINANCIAL RESOURCES</b>															
<b>City Manager's Office</b>															
Personnel Services	76.2	0.7	77.1	0.8	8,862.1	8,368.8	8,986.2	1.4%	38.4				9,024.6	162.5	1.8%
Purchased Services					225.6	227.8	247.8	9.8%			(4.0)		243.8	18.2	8.1%
Rents & Financial Expense					270.2	279.0	205.2	(24.1%)				14.4	219.6	(50.6)	(18.7%)
Materials					964.3	881.7	992.8	3.0%	100.0		(12.0)	20.0	1,100.8	136.5	14.2%
Gross Expenditures	76.2	0.7	77.1	0.8	10,322.2	9,757.3	10,432.0	1.1%	138.4		(16.0)	34.4	10,588.8	266.6	2.6%
Provincial Grants					(124.9)	(118.7)	(126.2)	1.0%					(126.2)	(1.3)	1.0%
Federal Grants						(5.5)									
User Fees & Service Charges					(308.3)	(372.5)	(296.7)	(3.8%)		(0.5)			(297.2)	11.1	(3.6%)
Licences, Permits					(241.4)	(250.0)	(251.4)	4.1%		(4.6)			(256.0)	(14.6)	6.0%
Donations					(6.8)	(4.5)	(6.8)						(6.8)		
Other Revenues															
Revenues					(681.4)	(751.2)	(681.1)			(5.1)			(686.2)	(4.8)	0.7%
Subtotal	<b>76.2</b>	<b>0.7</b>	<b>77.1</b>	<b>0.8</b>	<b>9,640.8</b>	<b>9,006.1</b>	<b>9,750.9</b>	<b>1.1%</b>	<b>138.4</b>	<b>(5.1)</b>	<b>(16.0)</b>	<b>34.4</b>	<b>9,902.6</b>	<b>261.8</b>	<b>2.7%</b>
Interfunctional Transfers					659.6	548.8	699.6	6.1%					699.6	40.0	6.1%
Transfers to Own Funds					(28.8)			(100.0%)						28.8	(100.0%)
<b>Net Cost (Income)</b>	<b>76.2</b>	<b>0.7</b>	<b>77.1</b>	<b>0.8</b>	<b>10,271.6</b>	<b>9,554.9</b>	<b>10,450.5</b>	<b>1.7%</b>	<b>138.4</b>	<b>(5.1)</b>	<b>(16.0)</b>	<b>34.4</b>	<b>10,602.2</b>	<b>330.6</b>	<b>3.2%</b>



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

City Manager's Office

2024 BUDGET

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>City Manager's Office</b>															
Personnel Services	2.5		2.5		488.1	488.1	500.8	2.6%					500.8	12.7	2.6%
Purchased Services															0.0%
Materials					58.4	54.1	58.4						58.4		0.0%
Gross Expenditures	2.5		2.5		546.5	542.2	559.2	2.3%					559.2	12.7	2.3%
Revenues															0.0%
Subtotal	2.5		2.5		546.5	542.2	559.2	2.3%					559.2	12.7	2.3%
Interfunctional Transfers					73.8	63.1	94.5	28.0%					94.5	20.7	28.0%
<b>Net Cost (Income)</b>	2.5		2.5		620.3	605.3	653.7	5.4%					653.7	33.4	5.4%

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

Office of the City Clerk

2024 BUDGET

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>City Manager's Office</b>															
Personnel Services	18.3	0.7	18.5	0.8	1,924.1	1,755.8	1,933.8	0.5%					1,933.8	9.7	0.5%
Purchased Services					69.6	64.8	74.7	7.3%			(4.0)		70.7	1.1	1.6%
Rents & Financial Expense					41.5	44.4	41.5					14.4	55.9	14.4	34.7%
Materials					193.0	158.4	192.4	(0.3%)			(12.0)		180.4	(12.6)	(6.5%)
Gross Expenditures	18.3	0.7	18.5	0.8	2,228.2	2,023.4	2,242.4	0.6%			(16.0)	14.4	2,240.8	12.6	0.6%
Provincial Grants					(6.2)		(6.2)						(6.2)		
Federal Grants						(5.5)									
User Fees & Service Charges					(75.8)	(67.6)	(81.7)	7.8%		(0.5)			(82.2)	(6.4)	8.4%
Licences, Permits					(241.4)	(250.0)	(251.4)	4.1%		(4.6)			(256.0)	(14.6)	6.0%
Donations					(1.8)		(1.8)						(1.8)		
Revenues					(325.2)	(323.1)	(341.1)	4.9%		(5.1)			(346.2)	(21.0)	6.5%
Subtotal	18.3	0.7	18.5	0.8	1,903.0	1,700.3	1,901.3	(0.1%)		(5.1)	(16.0)	14.4	1,894.6	(8.4)	(0.4%)
Interfunctional Transfers					318.8	234.4	331.3	3.9%					331.3	12.5	3.9%
<b>Net Cost (Income)</b>	18.3	0.7	18.5	0.8	2,221.8	1,934.7	2,232.6	0.5%		(5.1)	(16.0)	14.4	2,225.9	4.1	0.2%

## **Office of the City Clerk**

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### **EXPANSION**

#### **OFFICE OF THE CITY CLERK**

The introduction of closed captioning through the agenda management system in 2023 will result in an annual licensing increase of \$14,400 beginning in 2024.

### **USER FEES**

#### **MARRIAGE LICENCE FEES**

Increase the cost of a marriage licence from \$150 to \$158. Gross and net revenue increase is \$4,600.

#### **CEREMONY FEES**

Increase the cost of a civil marriage ceremony provided by the City's contracted officiants from \$300 to \$330 with no net budget impact.

#### **ARCHIVES**

A re-structure of the user fee schedule has been completed. Net increase \$500.

### **REDUCTIONS**

#### **ACCESSIBILITY ADVISORY COMMITTEE**

The Committee is resolved to provide their annual open house in a more economical way. Net reduction \$4,000.

#### **OFFICIAL RECOGNITION COMMITTEE**

Through resolution of Council (Report 196-2023), the annual volunteer recognition event has been eliminated. Net reduction \$12,000.

### **REDEPLOYMENT**

Redeployment of 0.3 FTEs (0.2 full-time & 0.1 part-time) required during the municipal election back to the Office of the City Clerk.

Office of the City Clerk

	Net Change FT FTE	Net Change PT FTE	One Time Gross	One Time Net	Reduction Gross	Reduction Net	User Fees Gross	User Fees Net	Expansions Gross	Expansions Net
Total Office of the City Clerk	0.2	0.1			(16.0)	(16.0)		(5.1)	14.4	14.4

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

Strategic Initiatives & Engagement

2024 BUDGET

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>FINANCIAL RESOURCES</b>															
<b>City Manager's Office</b>															
Personnel Services	12.5		14.5		1,398.6	1,296.4	1,634.6	16.9%					1,634.6	236.0	16.9%
Purchased Services					55.0	46.4	56.5	2.7%					56.5	1.5	2.7%
Rents & Financial Expense					145.0	143.7	80.0	(44.8%)					80.0	(65.0)	(44.8%)
Materials					404.1	372.5	454.8	12.5%				20.0	474.8	70.7	17.5%
Gross Expenditures	12.5		14.5		2,002.7	1,859.0	2,225.9	11.1%				20.0	2,245.9	243.2	12.1%
Provincial Grants					(118.7)	(118.7)	(120.0)	1.1%					(120.0)	(1.3)	1.1%
User Fees & Service Charges					(72.5)	(99.9)	(55.0)	(24.1%)					(55.0)	17.5	(24.1%)
Donations					(5.0)	(4.5)	(5.0)						(5.0)		
Other Revenues															
Revenues					(196.2)	(223.1)	(180.0)	(8.3%)					(180.0)	16.2	(8.3%)
Subtotal	12.5		14.5		1,806.5	1,635.9	2,045.9	13.3%				20.0	2,065.9	259.4	14.4%
Interfunctional Transfers					50.9	44.8	47.2	(7.3%)					47.2	(3.7)	(7.3%)
<b>Net Cost (Income)</b>	12.5		14.5		1,857.4	1,680.7	2,093.1	12.7%				20.0	2,113.1	255.7	13.8%

## Strategic Initiatives & Engagement

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### **REDEPLOYMENT**

Additional 2.0 FTEs due to 2023 Corporate Reorganization. The Communications Officer moved from Development & Emergency Services to the City Manager's Office - Strategic Initiatives & Engagement and the Sustainability Coordinator moved from Infrastructure, Development & Operations (Engineering) to the City Manager's Office (Climate Change Initiatives).

### **CLIMATE CHANGE INITIATIVES**

As a result of the 2023 Corporate Reorganization, the budget was moved from Infrastructure, Development & Operations (Engineering) to the City Manager's Office (Climate Change Initiatives).

### **EXPANSION**

### **INITIATIVES**

Corporate Report 157-2023 authorized a \$20,000 expansion in operating to support a human rights-based approach to unsheltered homelessness. Parks & Open Spaces has also included an operating expansion due to increased contracted maintenance and grounds maintenance costs related to impact of encampments.

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	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
<b>Total Strategic Initiatives &amp; Engagement</b>	2.0								20.0	20.0

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

**City Solicitor & Corporate Counsel**

**2024 BUDGET**

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>FINANCIAL RESOURCES</b>															
<b>City Manager's Office</b>															
Personnel Services	9.5		8.9		1,297.0	1,197.8	1,277.0	(1.5%)					1,277.0	(20.0)	(1.5%)
Purchased Services															0.0%
Rents & Financial Expense					17.5	16.7	17.5						17.5		0.0%
Materials					141.6	140.9	142.9	0.9%					142.9	1.3	0.9%
Gross Expenditures	9.5		8.9		1,456.1	1,355.4	1,437.4	(1.3%)					1,437.4	(18.7)	(1.3%)
User Fees & Service Charges					(120.0)	(163.6)	(120.0)						(120.0)		
Other Revenues															
Revenues					(120.0)	(163.6)	(120.0)						(120.0)		0.0%
Subtotal	<b>9.5</b>		<b>8.9</b>		<b>1,336.1</b>	<b>1,191.8</b>	<b>1,317.4</b>	<b>(1.4%)</b>					<b>1,317.4</b>	<b>(18.7)</b>	<b>(1.4%)</b>
Interfunctional Transfers					33.1	29.2	38.1	15.1%					38.1	5.0	15.1%
<b>Net Cost (Income)</b>	<b>9.5</b>		<b>8.9</b>		<b>1,369.2</b>	<b>1,221.0</b>	<b>1,355.5</b>	<b>(1.0%)</b>					<b>1,355.5</b>	<b>(13.7)</b>	<b>(1.0%)</b>



City Solicitor & Corporate Counsel

ONE TIME

Removal of a prior year one-time temporary contract solicitor resulting in a decrease of 0.6 FTEs.

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Total City Solicitor & Corporate Counsel	(0.6)									

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

Human Resources & Corporate Safety

2024 BUDGET

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>FINANCIAL RESOURCES</b>															
<b>City Manager's Office</b>															
Personnel Services	33.2		32.7		3,728.9	3,604.0	3,639.8	(2.4%)	38.4				3,678.2	(50.7)	(1.4%)
Purchased Services					101.0	116.6	116.6	15.4%					116.6	15.6	15.4%
Rents & Financial Expense					66.2	74.3	66.2						66.2		0.0%
Materials					162.5	146.4	144.4	(11.1%)	100.0				244.4	81.9	50.4%
Gross Expenditures	33.2		32.7		4,058.6	3,941.3	3,967.0	(2.3%)	138.4				4,105.4	46.8	1.2%
User Fees & Service Charges					(40.0)	(40.0)	(40.0)						(40.0)		
Revenues					(40.0)	(40.0)	(40.0)						(40.0)		0.0%
Subtotal	<b>33.2</b>		<b>32.7</b>		<b>4,018.6</b>	<b>3,901.3</b>	<b>3,927.0</b>	<b>(2.3%)</b>	<b>138.4</b>				<b>4,065.4</b>	<b>46.8</b>	<b>1.2%</b>
Interfunctional Transfers					183.0	177.3	188.2	2.8%					188.2	5.2	2.8%
Transfers to Own Funds															
<b>Net Cost (Income)</b>	<b>33.2</b>		<b>32.7</b>		<b>4,201.6</b>	<b>4,078.6</b>	<b>4,115.2</b>	<b>(2.1%)</b>	<b>138.4</b>				<b>4,253.6</b>	<b>52.0</b>	<b>1.2%</b>

## Human Resources & Corporate Safety

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### ONE TIME

#### HR ANALYST II (1.0 FTE)

Continuation of the prior year's one-time position as it spans two years. The position will support implementation of capital projects including UKG scheduling software and the SAP upgrade. Cost will be partially recovered from CIT capital. Gross budget impact of \$93,390.

#### HR ANALYST I (0.4 FTE)

This position will support implementation of capital projects including UKG scheduling software and the SAP upgrade. Full cost recovery from CIT capital. Gross budget impact of \$38,313 with no net budget impact.

#### EMPLOYEE SAFETY TASK FORCE

One-time funding will support the Employee Safety Task Force committee to pilot incident response and navigation supports at City Hall and develop and distribute a public information campaign about the appropriate use of 9-1-1. Gross and net budget impact of \$100,000.

### FTE DECREASES

#### Temporary HR Administrative Assistant

Removal of 0.4 FTEs as per R196\_2023.

#### Project Coordinator - Talent Acquisition

Removal of prior year one-time position resulting in a 0.5 FTE decrease.

Human Resources & Corporate Safety

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Total Human Resources & Corporate Safety	(0.5)		138.4	138.4						

SCHEDULE A - CITY MANAGER'S OFFICE					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Archives	<b>Fire Insurance Map set:</b>				
	Each	25.00	50.00	25.00	100.00%
	Student – Each	15.00	25.00	10.00	66.67%
	<b>Photocopies and PDFs:</b>				
	Per page	0.50	1.00	0.50	100.00%
	Student – Per page	0.25	0.50	0.25	100.00%
	<b>Scanning set-up - Over 100 pages or undigitized image</b>	-	10.00 + cost of document	10.00 + cost of document	100.00%
	<b>Audio/Video File</b>				
	Each	-	20.00	20.00	100.00%
	Student - Each	-	10.00	10.00	100.00%
	<b>Digital Image File:</b>				
	Each	2.00	5.00	3.00	150.00%
	Student – 5 Free Images THEN each Image	2.00	5.00	3.00	150.00%
	<b>Use of an image in a published article or book:</b>				
	Each	10.00	20.00	10.00	100.00%
	<b>Out-sourced copies or digitization</b>	20.00 plus costs invoiced by outside supplier	20.00 + cost recovery	-	0.00%
	<b>Transfer medium - USB, etc.</b>	-	cost recovery	cost recovery	100.00%
	<b>Shipping</b>	-	15% admin + cost recovery	15% admin + cost recovery	100.00%
	<b>Search of city records - 1 hour free, THEN</b>	-	40/hour	40/hour	100.00%
	Requests (and other services) under Municipal Freedom of Information and Protection of Privacy Act	In accordance with legislation and regulations	In accordance with legislation and regulations	-	0.00%
City Solicitor & Corporate Counsel	<b>Hourly charge for Legal Services staff:</b> (when reimbursable to the City)				
	Solicitor	200.00	200.00	-	0.00%
	Law Clerk	65.00	65.00	-	0.00%
	<b>Registration of Subdivisions/Condominiums:</b>	3,605.00	3,605.00	-	0.00%
	Plus deposit for: (a) disbursements (b) outside counsel fees, if required Any unused balance to be returned.	1,000.00	1,000.00	-	0.00%
	Registrations	536.00	574.00	38.00	7.09%
	Applicants for any planning approvals that may result in appeals to the Ontario Land Tribunal are responsible to pay the City's legal costs in defending the relevant by-law, decision or other approval.	Deposit of 4,120.00	Deposit of 4,408.00	288.00	6.99%
	Applicants for Committee of Adjustment approvals that may result in appeals to the Ontario Land Tribunal are responsible to pay the City's legal costs in defending the relevant by-law decision or other approval.	Deposit of 2,060.00	Deposit of 2,358.00	298.00	14.47%

SCHEDULE A - CITY MANAGER'S OFFICE					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Office of the City Clerk	<b>Promotional Souvenirs:</b>				
	<b>Lapel Pin:</b>				
	Organizations visiting other Cities (max. 50 pins)	No Charge	No Charge	-	0.00%
	Others	2.00	2.00	-	0.00%
	City Sticker	0.23	0.23	-	0.00%
	<b>Pewter Commemorative Coin:</b>				
	Members of Council	13.45	13.45	-	0.00%
	Other purchaser	18.00	18.00	-	0.00%
	Sale of Marriage License	150.00	158.00	8.00	5.33%
	Civil Marriage Ceremony	300.00	330.00	30.00	10.00%
	<b>Search of City Records:</b>				
	First 5 years	10.00	10.00	-	0.00%
	Each additional year thereafter	15.00	15.00	-	0.00%
	Copies of Meetings of Committee of the Whole or City Council	10.00	10.00	-	0.00%
	Burial Permit Forms to Funeral Directors	No Charge	No Charge	-	0.00%
	<b>Agendas:</b>				
	Corporate Pick-up Subscription	250.00	250.00	100.00%	100.00%
	Other Pick-up Subscription	200.00	200.00	100.00%	100.00%
	Mail-out Subscription	350.00	350.00	100.00%	100.00%
	Photocopies (per page)	0.50	0.50	-	0.00%
	Requests (and other services) under <i>Municipal Freedom of Information and Protection of Privacy Act</i>	In accordance with legislation and regulations	In accordance with legislation and regulations	0.00%	0.00%
	Certification of City Records	5.00 (+ copying cost)	5.00 (+ copying cost)	-	0.00%
	Oath of Affidavit by Commissioner of Oaths	20.00	20.00	-	0.00%
	Pension Forms, Student Loans and Grants, Applications for Social Services and Documents required in support of these services	No Charge	No Charge	-	0.00%
	Still Birth Registration	No Charge	No Charge	-	0.00%
	<b>Voters' List (Paper):</b>				
	Full set of 7 Wards	120.00	120.00	-	0.00%
	Each individual Ward	20.00	20.00	-	0.00%
	<b>Voters' List (Digital):</b>				
	Full set of 7 Wards	50.00	50.00	-	0.00%
	Each individual Ward	15.00	15.00	-	0.00%
	Candidate's Guide	2.00	2.00	-	0.00%
	Official Results	5.00	5.00	-	0.00%
	Photocopies (per page)	0.50	0.50	-	0.00%
	<b>Ward Maps:</b>				
	Hard Copy	20.00	30.00	10.00	50.00%
	Digital Copy	50.00	50.00	-	0.00%
	<b>Nomination Filing Fee:</b>				
	Office of the Mayor	200.00	200 (in accordance with the Municipal Elections Act)	-	0.00%
	Office of City Councillor	100.00	100 (in accordance with the Municipal Elections Act)	-	0.00%
	Office of School Board Trustee	100.00	100 (in accordance with the Municipal Elections Act)	-	0.00%

SCHEDULE A - CITY MANAGER’S OFFICE					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Lottery Licensing	Raffle Lottery	Three (3%) percent of the total value of prizes to be awarded	Three (3%) percent of the total value of prizes to be awarded	-	0.00%
	Bazaar Lottery	Three (3%) percent of the total value of prizes to be awarded AND \$10. per wheel	Three (3%) percent of the total value of prizes to be awarded AND \$10. per wheel	-	0.00%
	Break Open Ticket Lottery	Three (3%) percent of prizes per unit	Three (3%) percent of prizes per unit	-	0.00%
	Non-Pooling Halls and Media Bingo	Three (3%) percent of the total value of prizes to be awarded	Three (3%) percent of the total value of prizes to be awarded	-	0.00%

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>City Manager's Office</b>							
Office of the City Clerk	2-22 to 2-25	3,590.0	3,590.0	200.0	200.0	200.0	200.0
Strategic Initiatives & Engagement	2-26 to 2-27	101.5	101.5	0.0	0.0	0.0	0.0
Human Resources & Corporate Safety	2-28 to 2-29	10.0	10.0	0.0	0.0	0.0	0.0
<b>Total City Manager's Office</b>		<b>3,701.5</b>	<b>3,701.5</b>	<b>200.0</b>	<b>200.0</b>	<b>200.0</b>	<b>200.0</b>



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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Office of the City Clerk</b>							
Office of the City Clerk							
Legislative Compliance - AODA	2-23	200.0	200.0	200.0	200.0	200.0	200.0
Office Furniture Replacement	2-24	40.0	40.0	0.0	0.0	0.0	0.0
Archives							
Addition to the Harry Kirk Archives and Records Centre Building	2-25	3,350.0	3,350.0	0.0	0.0	0.0	0.0
<b>Total Office of the City Clerk</b>		3,590.0	3,590.0	200.0	200.0	200.0	200.0

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

<b>Project Name :</b>	<b>Legislative Compliance - AODA</b>	<b>Project ID :</b> CMO-CLK-0003-CL
<b>Department :</b>	CMO City Manager's Office	<b>Parent ID :</b> CMO-CLK-0003-CL
<b>Division :</b>	Office of the City Clerk	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Office of the City Clerk	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Legislated	

**PROJECT DETAILS**

**Project Description and Justification**

The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) requires that municipalities follow standards for people with disabilities to participate fully in their community and to provide for their involvement in the identification, removal and prevention of barriers. This project is used to assist in addressing barriers identified in providing City facilities and services to all members of our community. In addition to departmental budgets for accessibility in major projects, this budget will assist with renovations to washrooms, purchase of support equipment, accessible wayfinding, installation of automatic door openers, ramps, and visual fire alarms all of which are recommended solutions to meeting Accessibility Standards as required under the AODA. In 2021, Council approved the 2019-2024 multi year plan which will guide accessibility projects through to 2024. A new multi-year accessibility plan will be presented in 2024 for Council's approval.

**Consequences of Not Funding**

Complaints to the Human Rights Commission and the Ministry for Seniors and Accessibility which could result in fines and/or orders to implement requirements under the AODA. In addition, compliance audits will be conducted by the Accessibility Directorate of Ontario which can also result in fines if the municipality is found not to be in compliance. Citizens of our community that require accommodation to access services would not be able to attend municipal facilities, services and programs if the buildings are not maintained and services are not provided in a manner that is accessible.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	200,000	200,000	200,000	600,000
<b>Financing</b>				
Tax - Capital Out of Revenue	200,000	200,000	200,000	600,000
<b>Financing Total</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>600,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Office Furniture Replacement</b>	
<b>Department :</b>	CMO City Manager's Office	<b>Project ID :</b> CMO-CLK-0014-CL
<b>Division :</b>	Office of the City Clerk	<b>Parent ID :</b> CMO-CLK-0014-CL
<b>Divisional Category :</b>	Office of the City Clerk	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> 2024

**PROJECT DETAILS**

**Project Description and Justification**

The office furniture in the Office of the City Clerk has reached its end of life and needs replacing. It is estimated that the office furniture is more than 30 years old. The ability to acquire matching parts and pieces has diminished. Through the pandemic, expensive, customized pieces were required to ensure that cubicle configurations met the applicable COVID guidelines.

The new workstations will be designed to align with the Corporate Space Planning Guidelines.

**Consequences of Not Funding**

The ability to alter and change workstations has diminished due to lack of matching parts and pieces. Customized solutions to incorporate ergonomic solutions, health & safety guidelines, and respond to staff wellness initiatives have become costly and not feasible.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	40,000			40,000
<b>Financing</b>				
Tax - Capital Out of Revenue	40,000			40,000
<b>Financing Total</b>	40,000			40,000

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Addition to the Harry Kirk Archives and Records Centre Building</b>		
<b>Department :</b>	CMO City Manager's Office	<b>Project ID :</b>	CMO-CLK-0006-AR
<b>Division :</b>	Office of the City Clerk	<b>Parent ID :</b>	CMO-CLK-0006-AR
<b>Divisional Category :</b>	Archives	<b>Requested Year :</b>	2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b>	2025

**PROJECT DETAILS**

**Project Description and Justification**

The vaults for storing permanent archival records in the Harry Kirk Archives and Records Centre Building will be at full capacity by 2024. A 4200 square foot addition to the building will be built. This addition will hold approximately 40 – 45 years of archival accessions. The City's archival holdings consist of approximately 17.6 million pages documenting the corporate municipal history of the City and its predecessors. Approximately 400 boxes are added each year. These records are used by administration, businesses, historians, and other members of the public. The records have significant legal value – for example they provided evidence with respect to the James Street Swing Bridge.

In 2023, Council approved funding to begin the design work associated with the expansion.

**Consequences of Not Funding**

The City will not be able to preserve its corporate history beyond 2024. Permanent archival records require specialized environmental and security systems. The Harry Kirk Archives and Records Centre is the only facility in Thunder Bay outfitted to provide this protection. The loss of this corporate history will have a significant impact on the cultural heritage of the community and the ability to defend legal positions.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	3,350,000			3,350,000
<b>Financing</b>				
Tax - Capital Out of Revenue	3,350,000			3,350,000
<b>Financing Total</b>	<b>3,350,000</b>			<b>3,350,000</b>

**OPERATING EXPANSION**

	2024	2025	2026	Total
Materials		19,110		19,110
<b>Net Cost (Income)</b>		<b>19,110</b>		<b>19,110</b>

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

	Pages	2024	2024	2025	2025	2026	2026
		Gross	Net	Gross	Net	Gross	Net
		Expense	From Tax	Expense	From Tax	Expense	From Tax
<b>Strategic Initiatives &amp; Engagement</b>							
Indigenous Relations & Inclusion							
Truth & Reconciliation Community Reflection Space	2-27	101.5	101.5	0.0	0.0	0.0	0.0
<b>Total Strategic Initiatives &amp; Engagement</b>		101.5	101.5	0.0	0.0	0.0	0.0

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

<b>Project Name :</b>	<b>Truth &amp; Reconciliation Community Reflection Space</b>		
<b>Department :</b>	CMO City Manager's Office	<b>Project ID :</b>	CMO-CSS-0012-IR
<b>Division :</b>	Strategic Initiatives & Engagement	<b>Parent ID :</b>	CMO-CSS-0012-IR
<b>Divisional Category :</b>	Indigenous Relations & Inclusion	<b>Requested Year :</b>	2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b>	2024

**PROJECT DETAILS**

**Project Description and Justification**

The project objective is to create a contemplative and reflective space for Residential School Survivors and Allies to remember and commemorate those lost in the Residential School System. This is an important reconciliation project and action to support Calls to Action #79-#83 from the Truth and Reconciliation Recommendations.

**Consequences of Not Funding**

Would not meet the recommendations from the Truth and Reconciliation Commission Calls to Action.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	101,500			101,500
<b>Financing</b>				
Tax - Capital Out of Revenue	101,500			101,500
<b>Financing Total</b>	<b>101,500</b>			<b>101,500</b>

**OPERATING EXPANSION**

	2024	2025	2026	Total
Materials	2,500			2,500
<b>Net Cost (Income)</b>	<b>2,500</b>			<b>2,500</b>

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

	Pages	2024	2024	2025	2025	2026	2026
		Gross	Net	Gross	Net	Gross	Net
		Expense	From Tax	Expense	From Tax	Expense	From Tax
<b>Human Resources &amp; Corporate Safety</b>							
Human Resources & Corporate Safety							
iCIMS Offer Management Tool	2-29	10.0	10.0	0.0	0.0	0.0	0.0
<b>Total Human Resources &amp; Corporate Safety</b>		10.0	10.0	0.0	0.0	0.0	0.0

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

<b>Project Name :</b>	<b>iCIMS Offer Management Tool</b>	
<b>Department :</b>	CMO City Manager's Office	<b>Project ID :</b> CMO-HRS-0009-HR
<b>Division :</b>	Human Resources & Corporate Safety	<b>Parent ID :</b> CMO-HRS-0009-HR
<b>Divisional Category :</b>	Human Resources & Corporate Safety	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b> 2024

**PROJECT DETAILS**

**Project Description and Justification**

This project is to enhance our iCIMS platform and features, which is recommendation #10 made by McPhearson & Associates. iCIMS is the platform used by Human resources to attract, engage, hire and advance talent. This platform is used by the Talent Acquisition Team and hiring managers throughout CTB.

This enhancement would make offers directly through iCIMS to ensure efficiencies and streamline the hiring process.

**Consequences of Not Funding**

Without this enhancement, the job offer process will remain the same and will not provide any efficiencies to the process. With this feature, it will increase the efficiency of the process and manpower productivity.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	10,000			10,000
<b>Financing</b>				
Tax - Capital Out of Revenue	10,000			10,000
<b>Financing Total</b>	10,000			10,000

**OPERATING EXPANSION**

*No Operating Impact*



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

	Pages	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
		Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
		Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>City Manager's Office</b>											
Office of the City Clerk	2-31	200.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0
<b>Total City Manager's Office</b>		200.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Office of the City Clerk</b>										
Office of the City Clerk										
Legislative Compliance - AODA	200.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0	200.0
<b>Total Office of the City Clerk</b>	<b>200.0</b>	<b>200.0</b>	<b>200.0</b>	<b>200.0</b>	<b>200.0</b>	<b>200.0</b>	<b>200.0</b>	<b>200.0</b>	<b>200.0</b>	<b>200.0</b>

# COMMUNITY SERVICES

# **INDEX**

## **COMMUNITY SERVICES**

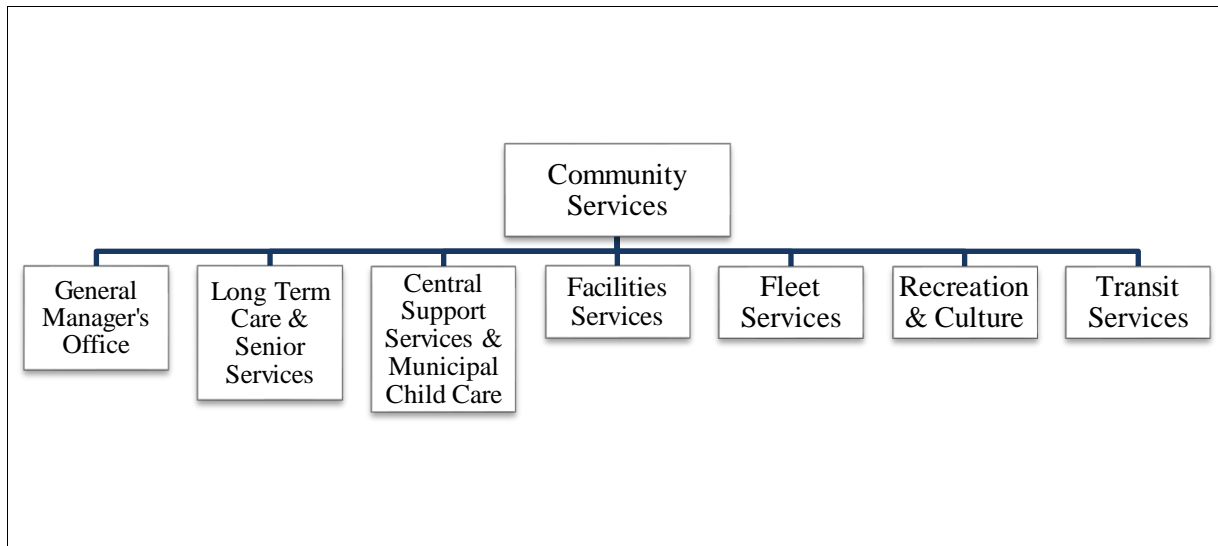
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## COMMUNITY SERVICES BUDGET OVERVIEW



The mission of the Community Services Department is to provide inclusive, safe environments, valued opportunities and experiences that enhance the lives of residents and visitors.

### Services

**General Manager's Office** - oversees departmental strategic management & direction and departmental financial stewardship.

**Central Support Services & Municipal Child Care** - oversees the coordination of departmental operating and capital budgets, departmental financial analysis, monitoring and reporting, management of departmental procurement & accounts receivable, coordination of agreements, business planning and analysis, administration of departmental payroll and financial transactions. Provides administrative support throughout the Department, oversees and maintains centralized city program registration and facility booking software, and coordinates IT and telecommunication support for department specific applications. Includes management and delivery of Municipal Child Care through 4 licensed centres – Algoma, Grace Remus, Ogden and Woodcrest.

**Facilities Services** - oversees the lifecycle management of facility assets under the jurisdiction of the Division. Lifecycle management includes the renewal and refurbishment, preventative and reactive maintenance, and energy management for facility assets. The goal of the Division is to support our internal customers and provide safe and reliable municipal assets for the public in a sustainable manner.

**Fleet Services** - oversees the lifecycle management of fleet assets under the jurisdiction of the Division. Lifecycle management includes the renewal and refurbishment, preventative and reactive maintenance, and energy management for fleet assets. Responsible for fleet training and the administration of the City's

Commercial Vehicle Operator Registration (CVOR). The goal of the Division is to support our internal customers and provide safe and reliable municipal fleet in a sustainable manner.

**Long Term Care and Senior Services** - oversees Pioneer Ridge Long Term Care Home, Jasper Supportive Housing program, and Meals on Wheels program. Pioneer Ridge is a 150-bed long term care facility. Pioneer Ridge's goal is to provide residents with quality services and programs, while striving to maintain each person's individuality and independence through quality nursing care, life enrichment programs, balanced nutrition, along with social and spiritual opportunities. Jasper Place is a 100-unit senior's supportive housing building owned by The District of Thunder Bay Social Services Administration Board (DSSAB) and has a twenty-four-hour on-site Support Services Program facilitated by the City of Thunder Bay. The Meals on Wheels Home Support Program provides individualized, full-course meals prepared by Pioneer Ridge Dietary staff for people in need of assistance in our community. This service helps individuals in the community maintain independence.

**Recreation and Culture** - responsible for the management and delivery of recreation and culture programs & services for people of all ages and abilities through direct delivery, partnerships, grants, and community development supports. Provides inclusive, safe environments, valued opportunities, services and experiences that support community organizations and contribute to the health, wellness and quality of life of residents and visitors.

**Transit Services** - responsible for the management and delivery of the City's public transportation system including on-street operations, administration and service planning of: accessible conventional transit services and Lift+ specialized door-to-door transit services for persons with disabilities who may not be able to utilize the City's regular transit system. Also oversees the planning and maintenance of bus stop infrastructure as well as the provision of mobility/accessible travel training, customer service and marketing initiatives.

## Community Services Budget Summary

	Proposed 2024 (in \$000s)	2023 (in \$000s)	\$ Change (in \$000s)	% Change
<b>Operating</b>				
Gross	<b>\$87,562.2</b>	\$83,300.5	\$4,261.7	5.1%
Net	<b>\$34,020.9</b>	\$34,338.4	(\$317.5)	(0.9%)
<b>Capital</b>				
Gross	<b>\$10,095.8</b>	\$10,223.6	(\$127.8)	(1.3%)
Net	<b>\$4,883.0</b>	\$5,701.9	(\$818.9)	(14.4%)

Staffing Complement	Proposed 2024 FTE	2023 FTE	Change	% Change
Full Time Equivalents	<b>416.4</b>	410.9	5.5	1.3%
Part Time Equivalents	<b>219.5</b>	225.6	(6.1)	(2.7%)

## Opportunities, Issues and Strategic Initiatives

- Due to corporate organizational changes implemented in 2023, Long Term Care and Senior Services is now aligned with the Community Services Department and the former Construction Services Section of the former Facilities, Fleet and Energy Management Division has become the new Capital Facilities Construction Section under the Engineering & Operations Division within Infrastructure Development & Operations. The apparent net decrease in the Department's 2024 capital budget compared to 2023 is due to transfer of responsibility for capital budget due to corporate re-alignment. The Facilities Services and Fleet Services Divisions report directly to the General Manager.
- In order to achieve Council budget direction for 2024 the proposed budget includes some service reductions in Transit and Recreation and Culture, savings in fuel costs due to anti-idling initiative, a consolidation of daytime ice available at indoor arenas, and fee increases above 5% for some programs.
- The Department has been highly successful with achieving external funding from a number of federal and provincial funding programs. The renewal project at the Fort William Gardens continues based on a successful application from the Green and Inclusive Community Building (GICB) program representing \$2.3M of funding. The Fort William Stadium and Legion Track revitalization project will be completed in 2024 and was able to leverage funding opportunities with FedNor and NOHFC. Facility enhancements to the Fort William Gardens, the Canada Games Complex and Delaney Arena to support Thunder Bay's hosting of the 2024 Ontario Winter Games have been supported through up to \$523,458 from NOHFC.
- The Department has been very successful with applications for Transit related capital projects that were submitted to the Investing in Canada Infrastructure Program (ICIP). These ICIP projects are intended to assist with enhancing public transit, increasing ridership and improving accessibility and safety for drivers and customers. The implementation of an Electronic Fare Management System, a previously approved ICIP project, will be implemented in 2024. A project to develop 'On Demand' transit services will be initiated in 2024. The Department awaits the results of applications to Phase 3 of the Public Transit portion of the ICIP representing an additional \$34 million of potential capital investment in transit for the City of Thunder Bay by 2033. Phase 3 funding applications include for the initial phases of Fleet Electrification for Transit following the completion of a Fleet Electrification Feasibility Study that commenced in 2023.
- Public Transit ridership has recovered to 85 per cent of pre-pandemic levels and is anticipated to recover fully in 2024. Operator staff vacancy issues continue to present ongoing challenges in the Transit Services Division. A variety of ongoing recruitment efforts and initiatives in collaboration with the City's Talent Acquisition and Development section remain underway.
- The Affordable Access Pilot for Recreation and Transit is included as an expansion within the 2024 operating budget submission to reflect the full year budget impact. This 3-year pilot project started in 2023 and is intended to address income-based barriers to participation in and use of Transit and Recreation and Culture programs and services. The program requires only one application to determine eligibility for all adults in a household for both offerings. The resulting impact upon clients and demand for uptake will be monitored and reported annually.
- The City of Thunder Bay opted in to participate in the Canada Wide Early Learning and Child Care (CWELCC) System as of 2022. Participation in this program has reduced parent fees for



eligible children by 25% in 2022 and 50% in 2023. This program restricts the ability for user fee changes for child care operations. In 2024 no changes are anticipated for CWELCC eligible user fees until Q3. The goal of this program is to achieve an average daily fee of \$10 by 2025/26.

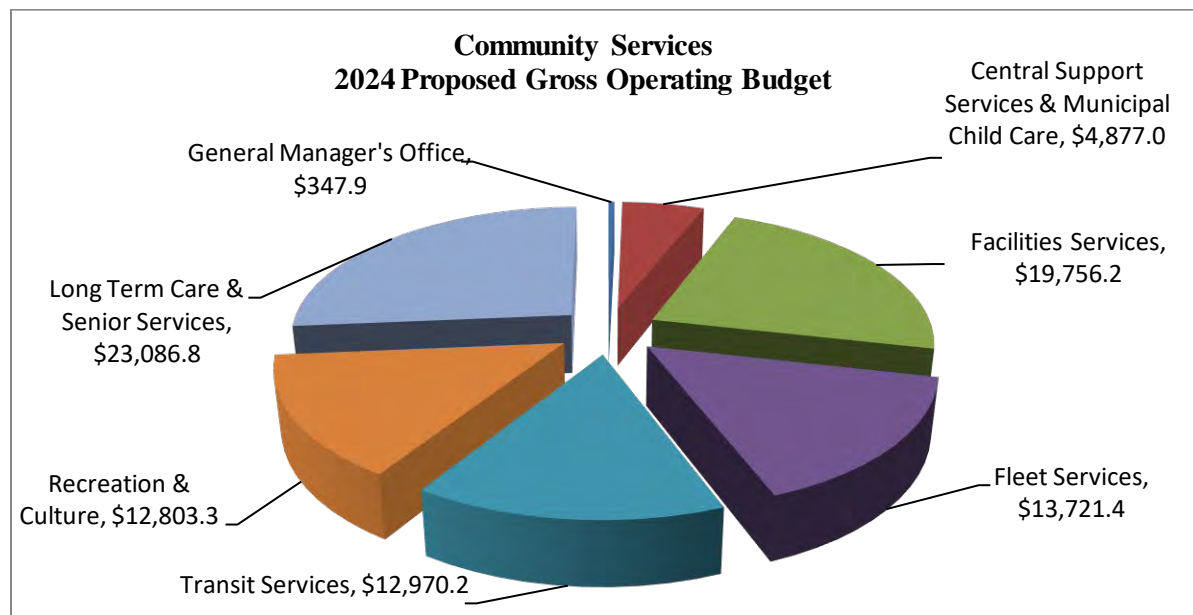
- Utility costs continue to represent a significant portion of the Community Services Department gross budget. Fluctuations in utility rates have a substantial impact upon the budget as utility and fuel costs represent 18% of the overall gross departmental budget. It is anticipated the current provincial electricity rates and programs will continue into 2024, resulting in a small increase to electricity costs due to increases in the average hourly Ontario electricity price. Natural gas and fuel costs are projected to decrease slightly, primarily due to the reduction in consumption offsetting the increase in federal carbon tax in 2024. Water and sewer surcharge costs have also increased. Overall, corporate energy consumption has continued to be reduced through the implementation of initiatives outlined in the Corporate Energy Management Plan.
- Availability of skilled trades and the potential of outward migration of existing internal resources may create a greater dependence on contracted services resulting in higher operating cost and longer downtimes for operational areas affecting service levels to the public.
- The low value of the Canadian dollar relative to the American dollar continues to create challenges for the Community Services Department. The decrease in purchasing power continues to impact the end cost for materials and parts required for both operations and capital programs. The impact of the exchange rate in addition to inflationary price increases in many areas represent significant pressure upon both the capital and operating budgets for the Department.
- Supply chain delays are still anticipated to continue into 2024. These delays may affect the ability to complete or start projects planned for 2024.
- Recreation and Culture will continue to work on the implementation of a digital advertising program in major City facilities, and the renewal of the Inspire Culture Plan, and will begin the valuation of City assets in respect of potential naming rights opportunities. While the Youth Inclusion Program concluded in 2023, a new federally funded program will allow the Division to continue to support vulnerable youth in 2024. Hosting of the Ontario Winter Games is also a major focus of the Division in early 2024.
- Challenges in Long Term Care are long-standing and became more evident during the COVID-19 pandemic which triggered the need for further action from legislative bodies. Staffing shortages in Health Care are critical province wide and exacerbating the challenges already occurring. Demographic shifts including an aging population, seniors living longer with complex needs, increasing prevalence of dementia and a rise in behavioral and mental health issues (including verbal and physical abuse), are all driving the need for increased staffing and supports in Long Term Care and Supportive Housing.
- The new Fixing Long Term Care Act (FLCTA) that came into place in April of 2022, and is now preparing to introduce further changes in a phase three implementation of FLTCA, has strengthened the standards and requirements in many areas including infection control, family involvement in all areas, and mandated hours of direct care.
- Introducing the need for a new model of person-centred care that meets the emotional and social needs of our clients, especially for those living with dementia, is long overdue and is now embedded in the LTC regulations. In 2024 Pioneer Ridge will be introducing this new model of care with a business case for implementation.

- In response to these new commitments, the 2024 proposed budget for Pioneer Ridge includes expansions to the direct care staff, particularly in this year focusing on the Personal Support Workers. The 2024 expansions are 100% covered by the Ministry of Long-Term Care Staffing Funding Increase and Ontario Health Funding
  - Addition to complement of 4 FT PSWs which will increase the hours of direct care to the 2024 requirement of 3.75 hours per resident per day (by 2025, these hours must increase to meet the regulation of 4.0 hours per resident per day).
- Pioneer Ridge has reached its 30<sup>th</sup> year. Ongoing preventative maintenance, building assessments and inspections have been imperative for keeping Pioneer Ridge safe, operable, esthetically pleasing and ultimately competitive in the sector. In 2023 Pioneer Ridge underwent a new building assessment to assist in identifying further infrastructure and capital need. Although the report has not yet been received, it is expected that it will show the need for elevator replacements, generator replacement, water pipe replacement, window, and door replacement, etc. An Operational Multi Year Plan will be developed to address these required capital projects.

## Operating Budget Highlights

### Proposed 2024 Gross Operating Budget

The Department proposes a 2024 Gross Operating Budget of **\$87.6 million** (2023 - \$83.3 million) broken down by Division as follows:



### 2024 Net Budget Compared to 2023

Overall, the Department proposes a Net Budget decrease of **\$317.5 thousand** or **(0.9%)**, primarily due to:

Category	Proposed 2024 Budget	2023 Budget	\$ Net Budget Impact (in \$000s)	% Increase (Decrease)	Explanation
Personnel Services	<b>\$51,539.4</b>	\$49,732.4	\$1,807.0	3.6%	Increases due to funded programs and to support target of staffing for Long Term Care. The budget also shows the impact of increase to Non-Affiliate salary grid.
Purchased Services	<b>\$16,274.9</b>	\$16,473.9	(\$199.0)	(1.2%)	Small decrease in natural gas costs due to reduced consumption and operational savings associated with closure of and change of use for some facilities. Small increase to electricity costs due to increase in HOEP pricing offset by reduction in consumption. Small increase in cost of water and sewer costs.
Rent & Financial Expenses	<b>\$1,038.5</b>	\$722.2	\$316.3	43.8%	Increase primarily due to one-time impacts of hosting the 2024 Ontario Winter Games as well as offering some new funded programs.
Materials	<b>\$18,709.4</b>	\$16,372.0	\$2,337.4	14.3%	Significant changes include: <ul style="list-style-type: none"> <li>• One time cost increases associated with hosting the 2024 Ontario Winter Games.</li> <li>• Favorable trends in pricing and consumption levels for gasoline and diesel.</li> <li>• Minimal increases due to inflationary impacts on the price of building maintenance costs, parts, and supplies being absorbed within existing budgets where possible.</li> </ul>
Gross Expenses	<b>\$87,562.2</b>	\$83,300.5	\$4,261.7	5.1%	
Revenues	<b>(\$39,527.1)</b>	(\$36,361.9)	(\$3,165.2)	8.7%	Revenue projections for Recreation and Culture, Child Care and Transit are expected to improve relative to the prior year.

					The 2023 budget had included for a number of planned construction closures at revenue generating facilities.
Interfunctional Transfers and Transfers to Own	<b>(\$14,014.2)</b>	(\$12,600.2)	(\$1,414.0)	(11.2%)	The increase from 2023 is due to interdepartmental recoveries from the inflationary increases and IT allocations. Transfer to reserves has decreased due to the draw from the advance of funding received from Ontario Winter Games in 2023.
<b>Total Net Budget</b>	<b>\$34,020.9</b>	<b>\$34,338.4</b>	<b>(\$317.5)</b>	<b>(0.9%)</b>	

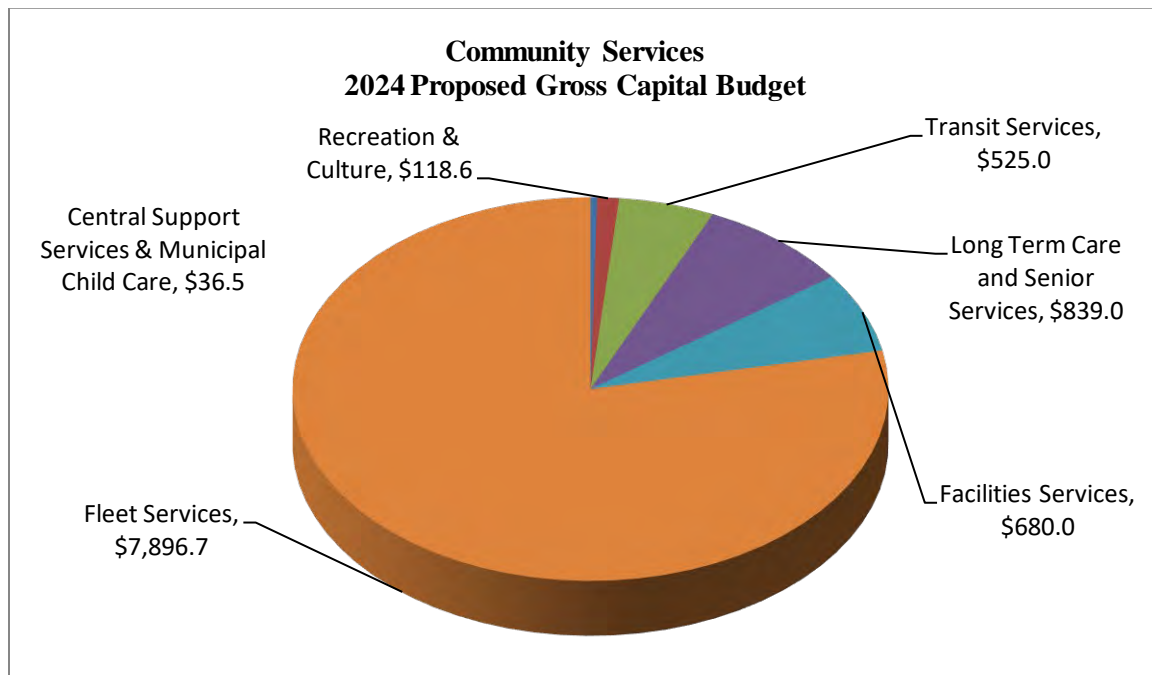
### Proposed 2024 Capital Budget Highlights

The Department proposes a **\$10.1 million gross** (2023 - \$10.2 million) and **\$4.9 million net** (2023 - \$5.7 million) capital budget. The proposed Capital Budget includes the following key projects:

- The Facilities Division proposes a gross capital budget of \$680,000. Included in this total are legislated requirements, security, and major building maintenance repair projects (\$680,000 gross and net).
- The Fleet Division proposes a gross capital budget of \$7.9 million. Included in this total is the replacement of fleet assets (\$7.9 million gross, \$3.3 million net).
- Major fleet projects include the cyclical replacement of fleet assets that have reached or exceeded their useful life, as well as expansion vehicles for Facilities Services and the Roads Division. Included in the 2024 replacement plan are half ton trucks, one- and three-ton utility trucks, trash packers, sidewalk tractors with snow removal implements, road sweepers, graders and specialized transit buses.
- The planned specialized transit buses replacement will be contingent on approval of an ICIP project for procurement of two hybrid specialized transit buses.
- Over the past two years, challenges with supply chains have seen the normal delivery time of procured fleet assets between 18 to 24 months. This trend is expected to continue for the next two to three years, thus it is important to remain consistent with the procurement of assets as they reach the end of their useful life.
- The Central Support Division proposed a gross capital budget of \$36,500 (\$31,500 net) and includes necessary equipment, infrastructure and renewal of the playgrounds at Algoma Child Care Centre.
- The Transit Division proposes a gross capital budget of \$525,000 (\$105,000 net). These projects include transit hub improvements, bus shelter replacements and accessible stop improvements.
- In 2024, the Community Services Department has included total PGT grant contributions of \$703,500 and ICIP contributions of \$2.3 million for Transit related capital projects.

- The Recreation and Culture Division proposes a gross capital budget of \$118,600 (\$52,500 net). These projects include equipment and infrastructure projects for Aquatics and Wellness, Fort William Gardens, Community Centres, Public Art and Older Adults facilities.
- The Long Term Care and Senior Services Division proposes a gross capital budget of \$839,000. Proposed projects include environmental equipment replacement, facility renewal, technology advancements, bathing equipment, paved surface restoration, building security upgrades, structural compliance upgrades, resident lifts, electric beds, resident care equipment, kitchen equipment, and laundry equipment.

The Departmental proposed 2024 Gross Capital Budget of **\$10.1 million** is broken down by Division as follows:



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

**Community Services**

**2024 BUDGET**

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Community Services</b>															
Personnel Services	410.9	225.6	416.4	219.5	49,732.4	48,219.3	51,422.2	3.4%	99.0		(691.7)	709.9	51,539.4	1,807.0	3.6%
Purchased Services					16,473.9	16,624.3	16,067.3	(2.5%)	278.4		(195.8)	125.0	16,274.9	(199.0)	(1.2%)
Rents & Financial Expense					722.2	804.0	786.7	8.9%	153.7		(16.4)	114.5	1,038.5	316.3	43.8%
Materials					16,372.0	16,805.3	16,409.6	0.2%	2,287.2		(322.3)	334.9	18,709.4	2,337.4	14.3%
Gross Expenditures	410.9	225.6	416.4	219.5	83,300.5	82,452.9	84,685.8	1.7%	2,818.3		(1,226.2)	1,284.3	87,562.2	4,261.7	5.1%
Taxation									(200.0)				(200.0)	(200.0)	
Provincial Grants					(16,857.7)	(17,585.4)	(16,152.2)	(4.2%)	(553.4)		14.5	(1,038.6)	(17,729.7)	(872.0)	5.2%
Federal Grants					(426.7)	(1,093.4)	(476.7)	11.7%	(85.0)		406.7	(688.7)	(843.7)	(417.0)	97.7%
User Fees & Service Charges					(18,430.0)	(18,127.7)	(19,095.5)	3.6%	(203.0)	(526.4)	1.1		(19,823.8)	(1,393.8)	7.6%
Licences, Permits															
Rents and Concessions					(380.7)	(350.3)	(388.5)	2.0%		(4.6)	15.0		(378.1)	2.6	(0.7%)
Donations					(254.7)	(350.9)	(257.7)	1.2%	(290.0)		4.0		(543.7)	(289.0)	113.5%
Sale of Publications, Equip						(2.0)									
Other Revenues					(12.1)	(16.0)	(8.1)	(33.1%)					(8.1)	4.0	(33.1%)
Revenues					(36,361.9)	(37,525.7)	(36,378.7)		(1,331.4)	(531.0)	441.3	(1,727.3)	(39,527.1)	(3,165.2)	8.7%
Subtotal	410.9	225.6	416.4	219.5	46,938.6	44,927.2	48,307.1	2.9%	1,486.9	(531.0)	(784.9)	(443.0)	48,035.1	1,096.5	2.3%
Interfunctional Transfers					(14,044.4)	(14,778.1)	(14,287.4)	1.7%			191.4		(14,096.0)	(51.6)	0.4%
Transfers to Own Funds					1,444.2	596.3	1,121.2	(22.4%)	(1,074.0)			34.6	81.8	(1,362.4)	(94.3%)
<b>Net Cost (Income)</b>	<b>410.9</b>	<b>225.6</b>	<b>416.4</b>	<b>219.5</b>	<b>34,338.4</b>	<b>30,745.4</b>	<b>35,140.9</b>	<b>2.3%</b>	<b>412.9</b>	<b>(531.0)</b>	<b>(593.5)</b>	<b>(408.4)</b>	<b>34,020.9</b>	<b>(317.5)</b>	<b>(0.9%)</b>

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

General Manager's Office

2024 BUDGET

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
FINANCIAL RESOURCES															
<b>Community Services</b>															
Personnel Services	2.0		2.0		342.3	324.0	343.5	0.4%					343.5	1.2	0.4%
Purchased Services															0.0%
Materials					4.4	3.5	4.4						4.4		0.0%
Gross Expenditures	2.0		2.0		346.7	327.5	347.9	0.3%					347.9	1.2	0.3%
Revenues															0.0%
Subtotal	2.0		2.0		346.7	327.5	347.9	0.3%					347.9	1.2	0.3%
Transfers to Own Funds															
<b>Net Cost (Income)</b>	2.0		2.0		346.7	327.5	347.9	0.3%					347.9	1.2	0.3%

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

**Central Support Services**

**2024 BUDGET**

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>FINANCIAL RESOURCES</b>															
<b>Community Services</b>															
Personnel Services	43.0	7.4	44.0	5.1	4,466.2	4,033.7	4,466.3				(135.3)		4,331.0	(135.2)	(3.0%)
Purchased Services					80.8	75.7	88.8	9.9%					88.8	8.0	9.9%
Rents & Financial Expense					123.7	124.6	130.9	5.8%					130.9	7.2	5.8%
Materials					353.9	307.9	348.3	(1.6%)			(22.0)		326.3	(27.6)	(7.8%)
Gross Expenditures	43.0	7.4	44.0	5.1	5,024.6	4,541.9	5,034.3	0.2%			(157.3)		4,877.0	(147.6)	(2.9%)
Provincial Grants					(8.9)		(8.9)						(8.9)		
User Fees & Service Charges					(2,081.6)	(1,916.6)	(2,401.8)	15.4%		(8.5)			(2,410.3)	(328.7)	15.8%
Other Revenues															
Revenues					(2,090.5)	(1,916.6)	(2,410.7)	15.3%		(8.5)			(2,419.2)	(328.7)	15.7%
<b>Subtotal</b>	<b>43.0</b>	<b>7.4</b>	<b>44.0</b>	<b>5.1</b>	<b>2,934.1</b>	<b>2,625.3</b>	<b>2,623.6</b>	<b>(10.6%)</b>		<b>(8.5)</b>	<b>(157.3)</b>		<b>2,457.8</b>	<b>(476.3)</b>	<b>(16.2%)</b>
Interfunctional Transfers					328.5	346.1	385.4	17.3%					385.4	56.9	17.3%
<b>Net Cost (Income)</b>	<b>43.0</b>	<b>7.4</b>	<b>44.0</b>	<b>5.1</b>	<b>3,262.6</b>	<b>2,971.4</b>	<b>3,009.0</b>	<b>(7.8%)</b>		<b>(8.5)</b>	<b>(157.3)</b>		<b>2,843.2</b>	<b>(419.4)</b>	<b>(12.9%)</b>



Central Support Services

REDUCTION

FINANCIAL AND ADMINISTRATIVE SERVICES

As approved by Council in Report R196-2023, reduction of 1.3 FTEs and associated wages and benefit costs. Gross and net reduction of \$135,300.

Reduction to operating expenses to adjust to actuals. This change will result in a \$22,000 gross and net budget decrease.

REDEPLOYMENT

Realignment of child care staffing complement to better support operations and in order to ensure required staffing ratios are maintained. This change has shifted 2.0 FTE from Part Time to Full Time positions. No gross or net budget changes.

USER FEES

CHILD CARE

Child Care user fee increases are restricted by the Canada Wide Early Learning and Child Care (CWELCC) program. User fees for children in kindergarten and younger were frozen in 2022 and were reduced by 50% in 2023 to be offset by program funding. User fees for children not included in this program have been increased by 5.0%. The estimated revenue from this increase is \$8,500.

	Net Change FT FTE	Net Change PT FTE	One Time Gross	One Time Net	Reduction Gross	Reduction Net	User Fees Gross	User Fees Net	Expansions Gross	Expansions Net
Total Central Support Services	1.0	(2.3)			(157.3)	(157.3)		(8.5)		

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

**Facilities Services**

**2024 BUDGET**

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>FINANCIAL RESOURCES</b>															
<b>Community Services</b>															
Personnel Services	43.0	4.4	43.0	4.4	4,185.8	4,296.8	4,191.7	0.1%			(6.0)		4,185.7	(0.1)	0.0%
Purchased Services					11,492.3	11,245.1	11,971.7	4.2%			(103.2)		11,868.5	376.2	3.3%
Rents & Financial Expense					365.4	400.4	405.4	10.9%			(1.6)		403.8	38.4	10.5%
Materials					3,296.0	3,177.7	3,354.5	1.8%			(56.3)		3,298.2	2.2	0.1%
Gross Expenditures	43.0	4.4	43.0	4.4	19,339.5	19,120.0	19,923.3	3.0%			(167.1)		19,756.2	416.7	2.2%
Provincial Grants					(49.4)	(55.0)	(43.5)	(11.9%)					(43.5)	5.9	(11.9%)
User Fees & Service Charges					(10.0)	(2.0)	(10.0)						(10.0)		
Rents and Concessions						(3.5)									
Sale of Publications, Equip						(0.2)									
Other Revenues					(2.5)	(5.6)	(2.5)						(2.5)		
Revenues					(61.9)	(66.3)	(56.0)	(9.5%)					(56.0)	5.9	(9.5%)
Subtotal	<b>43.0</b>	<b>4.4</b>	<b>43.0</b>	<b>4.4</b>	<b>19,277.6</b>	<b>19,053.7</b>	<b>19,867.3</b>	<b>3.1%</b>			<b>(167.1)</b>		<b>19,700.2</b>	<b>422.6</b>	<b>2.2%</b>
Interfunctional Transfers					(18,337.3)	(18,164.3)	(19,093.2)	4.1%			167.1		(18,926.1)	(588.8)	3.2%
Transfers to Own Funds															
<b>Net Cost (Income)</b>	<b>43.0</b>	<b>4.4</b>	<b>43.0</b>	<b>4.4</b>	<b>940.3</b>	<b>889.4</b>	<b>774.1</b>	<b>(17.7%)</b>					<b>774.1</b>	<b>(166.2)</b>	<b>(17.7%)</b>

## Facilities Services

### REDUCTION

#### FACILITIES SERVICES

As approved by Council in Report R196-2023, reduction \$6,000 in wages and benefit costs related to the adjustment in UTP compliment through attrition of a building lead hand at the Whalen Building. Gross budget reduction of \$6,000 and no net budget impact. \*

As approved by Council in Report R196-2023, reduction \$15,000 in contracted maintenance costs achieved by adjustment to UTP complement. Gross budget reduction of \$15,000 and no net budget impact. \*

As approved by Council in Report R196-2023, reduction \$30,000 in life safety inspection costs achieved by insourcing existing work. Gross budget reduction of \$30,000 and no net budget impact. \*

There is a decrease in operating costs for Vale Community Centre, due to the conclusion of the lease agreement in 2023. The elimination of this facility represents a reduction of facility operating costs. The 2024 impact of this change is a gross budget reduction of \$8,500 and no net budget impact. \*

There is a decrease in operating costs for Jumbo Community Centre, due to the change in 2023. The elimination of this facility represents a reduction of facility operating costs . The 2024 impact of this change is a gross budget reduction of \$10,900 and no net budget impact. \*

There is a decrease in operating costs for Beardmore EMS Station, due to the proposed closure in 2023. The elimination of this facility represents a reduction of facility operating costs . The 2024 impact of this change is a gross budget reduction of \$9,500 and no net budget impact. \*

There is a decrease in operating costs for Victoriaville Mall, due to the planned demolition in mid 2024. The elimination of this facility represents a reduction of facility operating costs . The 2024 impact of this change is a gross budget reduction of \$87,200 and no net budget impact. \*

\* No net budget impact as these divisions are charged out to the departments. There will be downstream savings.

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
<b>Total Facilities Services</b>					(167.1)					

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

**Fleet Services**

**2024 BUDGET**

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Community Services</b>															
Personnel Services	39.0	1.0	39.0	1.0	3,846.4	3,719.4	3,886.2	1.0%			(6.1)		3,880.1	33.7	0.9%
Purchased Services					2,269.9	2,906.5	2,269.9				(3.7)		2,266.2	(3.7)	(0.2%)
Materials					7,882.8	7,913.4	7,635.1	(3.1%)			(60.0)		7,575.1	(307.7)	(3.9%)
Gross Expenditures	39.0	1.0	39.0	1.0	13,999.1	14,539.3	13,791.2	(1.5%)			(69.8)		13,721.4	(277.7)	(2.0%)
User Fees & Service Charges					(3.2)	(28.0)	(3.2)						(3.2)		
Other Revenues						(3.0)									
Revenues					(3.2)	(31.0)	(3.2)						(3.2)		0.0%
Subtotal	<b>39.0</b>	<b>1.0</b>	<b>39.0</b>	<b>1.0</b>	<b>13,995.9</b>	<b>14,508.3</b>	<b>13,788.0</b>	<b>(1.5%)</b>			<b>(69.8)</b>		<b>13,718.2</b>	<b>(277.7)</b>	<b>(2.0%)</b>
Interfunctional Transfers					(13,451.9)	(14,026.8)	(13,287.0)	(1.2%)			69.8		(13,217.2)	234.7	(1.7%)
<b>Net Cost (Income)</b>	<b>39.0</b>	<b>1.0</b>	<b>39.0</b>	<b>1.0</b>	<b>544.0</b>	<b>481.5</b>	<b>501.0</b>	<b>(7.9%)</b>					<b>501.0</b>	<b>(43.0)</b>	<b>(7.9%)</b>

Fleet Services

REDUCTION

FLEET SERVICES

As approved by Council in Report R196-2023, the Fleet Services impacts on Transit service reductions are reflected through a reduction of \$6,100 in wages and benefit costs and \$3,700 in purchased services expenses. Gross budget reduction of \$9,800 and no net budget impact. \*

There is a reduction in fuel costs included to realize savings associated with corporate anti-idling measures. The 2024 impact is a gross budget reduction of \$60,000 and no gross budget impact to Fleet Services. \*

\* No net budget impact as these divisions are charged out to the departments. There will be downstream savings.

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Total Fleet Services					(69.8)					

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

**Transit Services**

**2024 BUDGET**

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Community Services</b>															
Personnel Services	117.3	25.3	117.3	25.3	11,521.7	10,671.3	11,539.9	0.2%			(60.9)		11,479.0	(42.7)	(0.4%)
Purchased Services					948.3	931.2	961.7	1.4%			(31.0)		930.7	(17.6)	(1.9%)
Rents & Financial Expense					53.2	54.7	53.2						53.2		0.0%
Materials					441.8	357.9	442.5	0.2%			(1.2)	66.0	507.3	65.5	14.8%
Gross Expenditures	117.3	25.3	117.3	25.3	12,965.0	12,015.1	12,997.3	0.2%			(93.1)	66.0	12,970.2	5.2	0.0%
Provincial Grants					(2,417.0)	(2,417.0)	(2,417.0)						(2,417.0)		
User Fees & Service Charges					(6,536.4)	(6,032.8)	(6,425.5)	(1.7%)		(293.3)			(6,718.8)	(182.4)	2.8%
Sale of Publications, Equip						(1.8)									
Other Revenues															
Revenues					(8,953.4)	(8,451.6)	(8,842.5)	(1.2%)		(293.3)			(9,135.8)	(182.4)	2.0%
Subtotal	<b>117.3</b>	<b>25.3</b>	<b>117.3</b>	<b>25.3</b>	<b>4,011.6</b>	<b>3,563.5</b>	<b>4,154.8</b>	<b>3.6%</b>		<b>(293.3)</b>	<b>(93.1)</b>	<b>66.0</b>	<b>3,834.4</b>	<b>(177.2)</b>	<b>(4.4%)</b>
Interfunctional Transfers					8,420.5	8,031.9	8,587.0	2.0%			(9.8)		8,577.2	156.7	1.9%
Transfers to Own Funds					1,061.3		1,560.5	47.0%					1,560.5	499.2	47.0%
<b>Net Cost (Income)</b>	<b>117.3</b>	<b>25.3</b>	<b>117.3</b>	<b>25.3</b>	<b>13,493.4</b>	<b>11,595.4</b>	<b>14,302.3</b>	<b>6.0%</b>		<b>(293.3)</b>	<b>(102.9)</b>	<b>66.0</b>	<b>13,972.1</b>	<b>478.7</b>	<b>3.5%</b>

## Transit Services

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### EXPANSIONS

#### TRANSIT SERVICES

Increase in operating costs in order to cover the first full year impact of the three-year Affordable Transit Pass Pilot Project as approved in R28/2022. The increase in order to fund this pilot will result in a gross and net budget increase for Transit Services of \$66,000 in 2024.

### REDUCTIONS

As approved by Council in Report R196-2023, reduction of Statutory Holiday service. Gross reduction of \$75,100 and net reduction of \$84,900.

A proposed service level reduction related to the cancellation of Saturday service on route 4-Neebing, a low performing route, resulting in a gross and net budget reduction of \$18,000 in 2024.

### USER FEES

Transit user fees have been increased by an average of 6.5%. The total impact of the user fee increase on revenue is \$293,300.

Other user fee changes for Transit include the third year of the three-year pilot as approved in 2022 to assess the impact of changing the complimentary “Child” age range from 5 years and under to 12 years and under and change the age range for the discounted “Youth” pass from 6 to 18 years of age to 13 to 24 years of age. The other proposed fare media change that has potential to impact Transit revenue is the extension of the validity period for transfer passes from 60 to 90 minutes. These changes are viewed as ridership incentive measures and are anticipated to be revenue neutral. The resulting financial impact of these proposed changes will be monitored throughout the pilot project and communicated to Council through the regular budget process.

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	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
<b>Total Transit Services</b>					(93.1)	(102.9)		(293.3)	66.0	66.0

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

**Recreation & Culture**

**2024 BUDGET**

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Community Services</b>															
Personnel Services	34.6	98.0	34.3	92.5	7,096.8	7,614.7	7,806.0	10.0%	34.9		(483.5)	287.5	7,644.9	548.1	7.7%
Purchased Services					608.0	626.7	435.7	(28.3%)	75.0		(57.9)	125.0	577.8	(30.2)	(5.0%)
Rents & Financial Expense					162.9	205.2	161.1	(1.1%)	153.7		(14.8)	62.5	362.5	199.6	122.5%
Materials					1,632.5	2,023.9	1,844.8	13.0%	2,287.2		(182.8)	268.9	4,218.1	2,585.6	158.4%
Gross Expenditures	34.6	98.0	34.3	92.5	9,500.2	10,470.5	10,247.6	7.9%	2,550.8		(739.0)	743.9	12,803.3	3,303.1	34.8%
Taxation									(200.0)				(200.0)	(200.0)	
Provincial Grants					(1,451.0)	(1,394.3)	(639.1)	(56.0%)	(540.0)		14.5		(1,164.6)	286.4	(19.7%)
Federal Grants					(426.7)	(1,093.4)	(476.7)	11.7%	(85.0)		406.7	(688.7)	(843.7)	(417.0)	97.7%
User Fees & Service Charges					(4,417.8)	(4,511.8)	(4,699.1)	6.4%	(203.0)	(200.9)	1.1		(5,101.9)	(684.1)	15.5%
Licences, Permits															
Rents and Concessions					(380.7)	(346.8)	(388.5)	2.0%		(4.6)	15.0		(378.1)	2.6	(0.7%)
Donations					(254.2)	(344.6)	(257.2)	1.2%	(290.0)		4.0		(543.2)	(289.0)	113.7%
Other Revenues					(9.6)	(7.4)	(5.6)	(41.7%)					(5.6)	4.0	(41.7%)
Revenues					(6,940.0)	(7,698.3)	(6,466.2)	(6.8%)	(1,318.0)	(205.5)	441.3	(688.7)	(8,237.1)	(1,297.1)	18.7%
Subtotal	34.6	98.0	34.3	92.5	2,560.2	2,772.2	3,781.4	47.7%	1,232.8	(205.5)	(297.7)	55.2	4,566.2	2,006.0	78.4%
Interfunctional Transfers					7,307.3	7,439.4	7,389.0	1.1%			(35.7)		7,353.3	46.0	0.6%
Transfers to Own Funds					299.6	513.0	(522.6)	(274.4%)	(1,010.0)			34.6	(1,498.0)	(1,797.6)	(600.0%)
<b>Net Cost (Income)</b>	<b>34.6</b>	<b>98.0</b>	<b>34.3</b>	<b>92.5</b>	<b>10,167.1</b>	<b>10,724.6</b>	<b>10,647.8</b>	<b>4.7%</b>	<b>222.8</b>	<b>(205.5)</b>	<b>(333.4)</b>	<b>89.8</b>	<b>10,421.5</b>	<b>254.4</b>	<b>2.5%</b>



## Recreation & Culture

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### RECREATION AND CULTURE

#### **EXPANSION**

Increase in operating costs in order to cover the first full year impact of the three-year Affordable Access Pilot Project as approved in R28/2022, the 2023 budget included for a half year impact. The increase in order to fund this pilot will result in a gross and net budget increase for Recreation and Culture of \$49,800 in 2024.

Increase in operating costs in order to cover the impact of a new multi-year temporary government funded program to support vulnerable youth. The increase in order to fund this program will result in an increase of 3.0 FTE and a gross budget increase of \$688,700 and no net budget increase in 2024.

Increase in 0.1 FTE in order to support PRO Kids staffing and recruitment campaign. The total impact of the one-time increase is \$5,400 to the gross budget and no net budget impact.

Expansion in contribution towards new Recreation Capital Reserve Fund which represents approximately one percent of the Division's related annual user fee, membership and rental revenues. The increase will result in no gross budget increase and a net budget increase of \$40,000 in 2024.

#### **REDUCTIONS**

As approved by Council in Report R196-2023, reduction of Playgrounds Program locations in 2024. This reduction represents a decrease of 0.7 FTE and a gross and net budget reduction of \$24,600.

As approved by Council in Report R196-2023, reduction of hours of operations at outdoor pools in 2024. This reduction represents a decrease of 0.1 FTE and a gross and net budget reduction of \$4,300.

As approved by Council in Report R196-2023, reduction of fireworks in 2024. This reduction represents a decrease of a \$26,500 gross budget reduction and a net budget reduction of \$12,000.

As approved by Council in Report R196-2023, elimination of Movie Nights In the Park in 2024. This reduction represents a gross and a net budget reduction of \$13,200.

As approved by Council in Report R196-2023, reduction of Event Development and Street Event Grants in 2024. This reduction represents a gross and a net budget reduction of \$22,000.

There is a decrease in operating costs and revenues associated with the Public Safety Canada funded Youth Inclusion Program which concluded mid 2023. The elimination of this program represents a reduction of program costs of \$620,700 and an offsetting \$384,700 reduction in planned revenues. The 2024 impact is a gross budget reduction of \$620,700 with a \$236,000 net budget impact.

There is a decrease in operating costs and revenues related to Vale Community Centre, due to the conclusion of the lease agreement in late 2023. The elimination of this facility represents a reduction of 2.3 FT and 1.1 FTEs and associated wages and benefits, program costs and an offsetting reduction in revenues. The 2024 impact is a gross budget reduction of \$12,700 and a \$16,300 net budget impact.

## Recreation & Culture

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There is a decrease in operating costs and revenues related to Jumbo Gardens Community Centre, due to the change of use 2023. The lease of this facility represents a reduction of program costs and an offsetting reduction in revenues. The 2024 impact is a gross budget reduction of \$15,000 and a \$5,000 net budget impact.

In the 2024 budget an Adjustment was made to standardized the annual hours for Non-Affiliate employees to 20280 hours. This change has resulted in a decrease of 4.0 Non-Affiliate FTEs and no gross or net budget impacts

### ONETIME

One time increase in order to complete the Corporate Asset Naming Rights Strategy. One time gross and net budget increase of \$50,000.

One time budget impacts for the Ontario Winter Games includes anticipated cost for delivery of the 2024 Ontario Winter Games as supported by Council resolution R132/2020. There are one time increases of \$34,900 in personnel services, \$25,000 in purchased services, \$113,700 in rent and financial Expenses and \$2,272,200 in materials in order to support the preparation for the Games. The one time Winter Games Coordinator which represented 0.7 FTE in 2023 has also been eliminated from the staffing complement proposed for 2024. These one-time expenses are offset by \$1,318,000 in provincial funding and other anticipated revenues There is a gross budget increase of \$2,445,800 and a \$122,800 net budget increase.

One time increase for expenses required to support PRO Kids staffing and recruitment campaign. The total impact of the one time increase is \$5,000 to the gross budget and no net budget increase.

One time increase for in kind expenses required to support the 2024 Ontario Winter Games. The total impact of the one time increase is \$50,000 gross and net.

### USER FEES

User fees were reviewed for all of the programs in Recreation and Culture and increases have been made where appropriate. The average increase from 2023 to 2024 is approximately 5.0%. The total impact of these increases on revenue is \$205,500 as summarized below.

#### ARENASANDSTADIA

User fees were reviewed for all Arena and Stadia items, with increases made where appropriate. Ice rental fees were increased by 10%. The average increase for other fees in this unit was approximately 10.0%. The total impact of all of the Arenas and Stadia fee increases on revenue is \$95,400.

#### CHILDREN AND YOUTH SERVICES

User fees were reviewed for all Children and Youth programs, with increases made where appropriate. The average increase was approximately 5.0%. The total impact of these increases on revenue is \$6,000.

#### COMMUNITY AQUATICS & CANADA GAMES COMPLEX

User fees were reviewed for all Community Aquatics and Canada Games Complex programs, with increases made where appropriate. The average increase was approximately

## Recreation & Culture

5.0%. The impact of these user fee increases is reduced due to the partial year closure of the Canada Games Complex in 2023. The total impact of these increases on revenue is \$87,400.

### OLDER ADULT CENTRES

User fees were reviewed for the Older Adult Centres, with increases made where appropriate. The average increase was approximately 5.0%. The total impact of these increases on revenue is \$10,200.

### CULTURAL DEVELOPMENT AND EVENTS

User fees were reviewed for the Cultural Development & Events area, with increases made where appropriate. The average increase was approximately 5.0%. The total impact of these increases on revenue is \$1,800.

### SPORT AND COMMUNITY DEVELOPMENT

User fees were reviewed for the Sport and Community Development area, with increases made where appropriate. The average increase was approximately 5.0%. The total impact of these increases on revenue is \$100.

### RENT AND CONCESSIONS

Rent and concessions revenues were reviewed, with increases made where appropriate. The average increase was approximately 5.0%. The total impact of these increases on revenue is \$4,600.

	Net Change FT FTE	Net Change PT FTE	One Time Gross	One Time Net	Reduction Gross	Reduction Net	User Fees Gross	User Fees Net	Expansions Gross	Expansions Net
<b>Total Recreation &amp; Culture</b>	(0.3)	(5.5)	2,550.8	222.8	(739.0)	(333.4)		(205.5)	743.9	89.8

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

**Pioneer Ridge, Long Term Care & Senior Services**

**2024 BUDGET**

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Community Services</b>															
Personnel Services	132.0	89.4	136.8	91.2	18,273.6	17,559.7	19,189.0	5.0%	64.0			422.3	19,675.3	1,401.7	7.7%
Purchased Services					1,074.6	839.2	339.5	(68.4%)	203.4				542.9	(531.7)	(49.5%)
Rents & Financial Expense					17.0	19.0	36.1	112.4%				52.0	88.1	71.1	418.2%
Materials					2,761.0	3,021.3	2,780.5	0.7%					2,780.5	19.5	0.7%
Gross Expenditures	132.0	89.4	136.8	91.2	22,126.2	21,439.2	22,345.1	1.0%	267.4			474.3	23,086.8	960.6	4.3%
Provincial Grants					(12,931.4)	(13,719.1)	(13,043.7)	0.9%	(13.4)			(1,038.6)	(14,095.7)	(1,164.3)	9.0%
User Fees & Service Charges					(5,381.0)	(5,636.3)	(5,555.9)	3.3%		(23.7)			(5,579.6)	(198.6)	3.7%
Donations					(0.5)	(6.3)	(0.5)						(0.5)		
Revenues					(18,312.9)	(19,361.7)	(18,600.1)	1.6%	(13.4)	(23.7)		(1,038.6)	(19,675.8)	(1,362.9)	7.4%
<b>Subtotal</b>	<b>132.0</b>	<b>89.4</b>	<b>136.8</b>	<b>91.2</b>	<b>3,813.3</b>	<b>2,077.5</b>	<b>3,745.0</b>	<b>(1.8%)</b>	<b>254.0</b>	<b>(23.7)</b>		<b>(564.3)</b>	<b>3,411.0</b>	<b>(402.3)</b>	<b>(10.5%)</b>
Interfunctional Transfers					1,688.4	1,595.7	1,731.2	2.5%					1,731.2	42.8	2.5%
Transfers to Own Funds					83.3	83.3	83.3		(64.0)				19.3	(64.0)	(76.8%)
<b>Net Cost (Income)</b>	<b>132.0</b>	<b>89.4</b>	<b>136.8</b>	<b>91.2</b>	<b>5,585.0</b>	<b>3,756.5</b>	<b>5,559.5</b>	<b>(0.5%)</b>	<b>190.0</b>	<b>(23.7)</b>		<b>(564.3)</b>	<b>5,161.5</b>	<b>(423.5)</b>	<b>(7.6%)</b>

## **Pioneer Ridge, Long Term Care & Senior Services**

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### **ONE TIME**

#### **PIONEER RIDGE**

Due to on-going expected RPN vacancies it has been determined three RPN's will be needed in 2024 from our contracted staff agency which is reflected as a one time increase of \$190,000 budgeted under Purchased Services. Gross and net budget impact of \$190,000.

CIT has identified the need for a subject matter expert to be seconded for implementation of a new scheduling software at Pioneer Ridge representing a one time 0.8 FTE. This is estimated to cost \$64,000 related to salary backfill for the subject matter expert. The cost will be funded by the CIT reserve fund resulting in a \$64,000 gross and no net budget impact.

In 2021, The Ministry of Long-Term Care identified the importance of medication management in keeping long-term care residents safe. As such, the purpose of the Medication Safety Technology (MST) Program and associated funding has been to provide supplementary income to Long-Term Care homes over a period of three years, ending March 31, 2024. In 2024 this will result in a gross budget increase of \$13,400 and no net budget increase.

### **USER FEES**

#### **PIONEER RIDGE**

As a result of analysis of inflationary increases affecting Pioneer Ridge, such as rising food and personnel costs, it was determined that user fees would need to be increased to help offset the impact. The 2024 user fee changes representing an overall revenue increase of \$19,900 are as follows:

\$11,500 increase to Meals on Wheels Revenue, increased \$0.25 per meal for 46,000 meals (from \$7.00 - \$7.25).

\$6,000 increase to Meals Sales, increased \$0.10 per meal for 7,000 meals (from \$5.25 - \$5.35).

\$2,400 increase to Jasper Place Meals, increased \$0.05 per meal for 35,397 meals (from \$6.25 - \$6.30).

#### **JASPER APARTMENTS**

As a result of analysis of inflationary increases affecting Jasper Place, such as rising food and personnel costs (some passed on internally from Pioneer Ridge), it was determined that user fees would need to be increased to help offset the impact. The 2024 user fee changes representing an overall revenue increase of \$3,800 are as follows:

\$3,300 in Single Tenant Fee, increased \$0.10 per day for 90 units (from \$11.80 - \$11.90).

\$200 in Double Tenant Fee, increased \$0.05 per day for 10 units (from \$17.95 - \$18.00).

\$300 increase in extra meals, increased \$0.05 per meal for 5,400 extra meals (from \$6.25 - \$6.30).

### **EXPANSION**

#### **PIONEER RIDGE**

Increased hours for PSWs resulting in a cost of \$422,300 annually under Personnel Services (4.0 FTE & 1.8 PTE), to move to 3.7 hours of direct care per resident. This is part of the

## Pioneer Ridge, Long Term Care & Senior Services

third & fourth year of four-year plan to achieve 4 hours of direct care per resident by March 31, 2025, as per The Ministry of Health & Long-Term Care's mandate resulting from the Fixing Long-Term Care Act. The expansion funded by an expansion in Provincial Grants funding of \$1,038,600. Additional funding over and above the direct position expansions is applicable to be used for retention, recruitment and top up of hours for existing RN, RPN & PSW staff to accomplish the goal of increasing direct care hours per resident. The result is gross budget increase of \$422,300 and a net budget decrease of \$616,300.

Expansion for planned scheduling software upgrades to help with Pioneer Ridge's scheduling in the amount of \$52,000 this cost represents the second year of the subscription. Year one implementation fees to be paid by CIT in November 2023. Gross and net budget increase of \$52,000.

	Net Change FT FTE	Net Change PT FTE	One Time Gross	One Time Net	Reduction Gross	Reduction Net	User Fees Gross	User Fees Net	Expansions Gross	Expansions Net
<b>Total Pioneer Ridge, Long Term Care &amp; Senior Services</b>	4.8	1.8	267.4	190.0				(23.7)	474.3	(564.3)

SCHEDULE B - COMMUNITY SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Recreation & Culture	<b>Stage Equipment Rentals:</b>				
	<b>Rental of SL320 Stage Line Mobile Stage :</b>				
	• 40x40 stage				
	• Upstage windwall				
	• Loading ramp				
	• 2 sets of stairs				
	Weekend Event (1 or 2 day use on Saturday/Sunday)				
	In Place at Marina Park				
	Includes standard set-up and take-down				
	Standard Weekend Fee	10,690.11	11,225.00	534.89	5.00%
	Additional Day	2,138.02	2,245.00	106.98	5.00%
	Weekday Events	9,621.10	10,103.00	481.90	5.01%
	Non-Profit/Charitable Organization - Weekend	8,552.09	8,980.00	427.91	5.00%
	Non-Profit/Charitable Organization - Weekday	7,483.08	7,858.00	374.92	5.01%
	<b>Additional Optional Component Rental - For Rental of SL320:</b>				
	Sound wings (2)				
	• 12 4'x8' extension platforms	213.80	225.00	11.20	5.24%
	Sound wing guardrails (14)	80.18	85.00	4.82	6.01%
	Fly bays (2)	694.86	730.00	35.14	5.06%
	Lateral banner supports (2) Includes lateral banner installation at time of set-up	106.90	113.00	6.10	5.71%
	Additional Banner Installation at set-up (per banner)	42.76	45.00	2.24	5.24%
	Additional Banner Installation after set-up	855.21	898.00	42.79	5.00%
	Downstage windwall extensions	84.49	89.00	4.51	5.34%
	Accessibility Lift - up to 6'	64.14	68.00	3.86	6.02%
	Extension Platforms & Accessories - 4'x8' (5-17) Per unit # available depends on use of sound wings (12)	16.04	17.00	0.96	5.99%
	Extension Guardrails - 4'	85.52	90.00	4.48	5.24%
	Cable Covers (per piece - per day)	10.86	12.00	1.14	10.50%
	<b>Delivery:</b>				
	Within City Limits	427.60	449.00	21.40	5.00%
	Outside City Limits	641.41	674.00	32.59	5.08%
	Call-out to open/close, reconfigure once set	955.21	1,003.00	47.79	5.00%
	Multi-day event cleaning fee				
	For active use of more than one day	106.90	113.00	6.10	5.71%
	Security (CTB Provided)	cost plus 15% admin charge	cost plus 15% admin charge	-	0.00%
	Full package fee:				
	In place with all accessories and lateral banner installation				
	(Delivery, additional days, non-profit rate, cleaning, callouts, security are additional as applicable)	11,759.12	12,348.00	588.88	5.01%
	<b>Rental of SL75 Stage Line Mobile Stage – 16x20:</b>				
	SL75 Standard Equipment				
	• 16x20 stage				
	• 2 sets of stairs				
	• Loading Ramp				
	• Guardrails				
	Weekend Event (1 or 2 day use on Saturday/Sunday)				
	In Place at Marina Park				
	Includes standard set-up and take-down				
	Standard Fee - Weekend	2,351.82	2,470.00	118.18	5.03%
	Additional day	427.60	449.00	21.40	5.00%
	Weekday Events	2,138.02	2,245.00	106.98	5.00%
	Non-Profit/Charitable Organization - Weekend	1,924.22	2,021.00	96.78	5.03%
	Non-Profit/Charitable Organization - Weekday	1,496.62	1,572.00	75.38	5.04%
	Upstage Backdrop	21.38	23.00	1.62	7.58%
	Side windwalls - 16'	21.38	23.00	1.62	7.58%
	Roof banner kit				
	Includes roof banner installation at time of set-up	42.76	45.00	2.24	5.24%
	Lateral banner supports & bars/level				
	Includes lateral banner installation at time of set-up	42.76	45.00	2.24	5.24%
	Accessibility Lift - up to 5'	64.14	68.00	3.86	6.02%
	Cable Covers (per piece - per day)	10.86	12.00	1.14	10.50%
	<b>Delivery:</b>				
	Within City Limits	320.70	337.00	16.30	5.08%
	Outside City Limits	481.05	506.00	24.95	5.19%
	Call-out to open/close, reconfigure once set	213.80	225.00	11.20	5.24%
	Multi-day event cleaning fee	53.45	57.00	3.55	6.64%
	Security (CTB Provided)	cost plus 15% admin charge	cost plus 15% admin charge	-	0.00%
	Full package fee:				
	In place with all accessories and lateral banner installation				
	(Outside of City delivery, additional days, non-profit rate, cleaning, callouts, security are additional as applicable)	2,565.63	2,694.00	128.37	5.00%

SCHEDULE B - COMMUNITY SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Recreation & Culture	<b>Stage Lighting – Full package for SL320:</b>				
	Full package Rental				
	<ul style="list-style-type: none"> <li>• Console</li> <li>• 36 LED wash fixtures</li> <li>• 6 LED profile fixtures</li> <li>• Hazers</li> <li>• Fans</li> <li>• Power distribution, cables</li> <li>• Motors &amp; trusses</li> </ul>				
	<i>Production crew labour additional (rigging/operations)</i>				
	Daily Rate	3,046.68	3,200.00	153.32	5.03%
	Weekend Rate	4,570.02	4,799.00	228.98	5.01%
	Additional day	1,523.34	1,600.00	76.66	5.03%
	<b>Delivery (location other than Marina Park – Festival Area):</b>				
	<i>Only charged once if more than one of lighting/sound/dance floor ordered</i>				
	Within City Limits	320.70	337.00	16.30	5.08%
	Outside City Limits	481.05	506.00	24.95	5.19%
	<b>Sound Equipment – Package for SL320:</b>				
	Full package Rental				
	<ul style="list-style-type: none"> <li>• Sound Mixer</li> <li>• 16 Linear Line Array &amp; 6 Low Frequency Speakers</li> <li>• Power distribution, grids, cables, cases, &amp; hoods</li> <li>• Motors</li> </ul>				
	<i>Production crew labour additional (rigging/operations)</i>				
	Daily Rate	3,207.03	3,368.00	160.97	5.02%
	Weekend Rate	4,810.55	5,052.00	241.45	5.02%
	Additional day	1,603.52	1,684.00	80.48	5.02%
	<b>Delivery (location other than Marina Park – Festival Area):</b>				
	<i>Only charged once if more than one of lighting/sound/dance floor ordered:</i>				
	Within City Limits	320.70	337.00	16.30	5.08%
	Outside City Limits	481.05	506.00	24.95	5.19%
	<b>Dance Floors:</b>				
	<b>40x40 Marley:</b>				
	<ul style="list-style-type: none"> <li>• Harlequin Cascade</li> <li>• Black</li> </ul>				
	Daily Rate	1,175.91	1,235.00	59.09	5.03%
	Weekend Rate	1,763.87	1,853.00	89.13	5.05%
	Additional day	587.96	618.00	30.04	5.11%
	<b>16x20 Marley:</b>				
	<ul style="list-style-type: none"> <li>• Harlequin Cascade</li> <li>• Black</li> </ul>				
	Daily Rate	641.41	674.00	32.59	5.08%
	Weekend Rate	962.11	1,011.00	48.89	5.08%
	<b>16x20 Tap Tiles:</b>				
	Daily Rate	855.21	898.00	42.79	5.00%
	Weekend Rate	1,282.81	1,347.00	64.19	5.00%
	<b>Delivery (location other than Marina Park – Festival Area):</b>				
	<i>Only charged once if more than one of lighting/sound/dance floor ordered</i>				
	Within City Limits	320.70	337.00	16.30	5.08%
	Outside City Limits	160.35	169.00	8.65	5.39%
	<b>Event Hosting Services - Training sessions for volunteers:</b>				
	Evening Workshops	9.80-29.39	11.00-31.00	1.20-1.61	5.48%-12.24%
	One & two day sessions – per day	68.56-122.44	72.00-129.00	3.44-6.56	5.02%-5.36%
	<b>Rental of Event Equipment (for non-profit groups):</b>				
	Crowd Control Barriers - per day	10.90	12.00	1.10	10.09%
	Plastic Jersey Barriers - per day	10.90	12.00	1.10	10.09%
	Speakers - JBL Power Eons - per day	10.90	12.00	1.10	10.09%
	Tent Weights - per day	5.45	6.00	0.55	10.09%
	<b>4' High Staging - Built by qualified Fort William Gardens Staff:</b>				
	20' X 20'	956.96	1,005.00	48.04	5.02%
	20' X 40'	1,275.17	1,339.00	63.83	5.01%
	40' X 40'	1,909.28	2,005.00	95.72	5.01%
	40' X 60'	2,550.32	2,678.00	127.68	5.01%
	<b>Riser Stages:</b>				
	12' X 16'	311.33	327.00	15.67	5.03%
	16' X 20'	378.34	398.00	19.66	5.20%
	20' X 24'	489.68	515.00	25.32	5.17%
	Add 132.60 if built by Fort William Gardens Staff	148.83	157.00	8.17	5.49%
	Delivery each way	166.01	175.00	8.99	5.42%
	<b>Thunder Bay Sports Summit:</b>				
	Early Bird Registration (per person)	21.38	23.00	1.62	7.58%
	Regular Registration (per person)	26.73	29.00	2.27	8.49%



SCHEDULE B - COMMUNITY SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Recreation & Culture	<b>Arenas &amp; Stadia:</b>				
	<b>Fees for Services - Effective April 1</b>				
	<b>Indoor Arenas Ice Rental – Hourly:</b>				
	Minor	148.17	163.00	14.83	10.01%
	Adult	187.39	207.00	19.61	10.46%
	Non-Prime Time Adult	157.19	173.00	15.81	10.06%
	<b>Satellite Arenas – Summer Ice – Hourly:</b>				
	Summer Ice – Weekdays	165.94	187.00	21.06	12.69%
	Summer Ice – Weekends & Holidays	130.38	144.00	13.62	10.45%
	3-4 hour block booking (hourly)	154.10	174.00	19.90	12.91%
	5-8 hour block booking (hourly)	142.24	161.00	18.76	13.19%
	Summer non-ice bookings	77.19	87.00	9.81	12.71%
	<b>Satellite Arenas – Building Rental:</b>				
	Non-Commercial	1,016.83	1,119.00	102.17	10.05%
	Commercial	1,392.76	1,533.00	140.24	10.07%
	Per Hour	94.26	104.00	9.74	10.33%
	<b>Fort William Gardens – Building Rental:</b>				
	Non-Commercial (non-ice)	3,055.36	3,361.00	305.64	10.00%
	Non-Commercial (ice)	3,982.70	4,381.00	398.30	10.00%
	Commercial (greater of fee or 12% of gross ticket sales to a max of \$7,500)	4,682.03	5,151.00	468.97	10.02%
	Fort William Curling Club – Building Rental (Summer)	1,398.68	1,539.00	140.32	10.03%
	Fort William Gardens Hourly (non-ice)	94.26	104.00	9.74	10.33%
	Extending FWG Ice Season into April/May (Daily rate)	-	1,500.00	1,500.00	100.00%
	<b>Fort William Gardens:</b>				
	Facility Maintenance Fees (paid by ticket purchasers) Price per ticket based upon ticket price and number of draws **individual hockey games exempt	2.00-6.00	2.25-6.3	0.25-0.30	5.00%-12.50%
	Blade Sharpening Service	34.59	40.00	5.41	15.64%
	<b>Fort William Gardens Box Office:</b>				
	Ticket Service Fee (per customer) for tickets priced over \$5 each - Individual Ticket	1.03	1.25	0.22	21.36%
	Ticket Service Fee (per customer) for 6 to 22 game package	6.17	7.50	1.33	21.56%
	Ticket Service Fee (per customer) for 23 plus game package	9.25	11.25	2.00	21.62%
	<b>Ticket System Set-up Fee for events with ticket prices over \$5:</b>				
	Ticket System Fee for events with ticket prices \$5 or less (paid by host)	102.75	108.00	5.25	5.11%
	Use of ticket scanners (1-6) away from FW Gardens (not including staffing) per day	128.44	135.00	6.56	5.11%
	Box Office fee for Concerts	6% of gross sales (after taxes) to a max of \$4,500 paid by host)	6% of gross sales (after taxes) to a max of \$4,500 paid by host)	-	0.00%
	<b>Satellite Arenas - Public Skating (HST included):</b>				
	Child (14 years & under)	5.24	5.50	0.26	4.96%
	Student (15-18 years)	5.76	6.00	0.24	4.17%
	Adult (over 18 years)	6.81	7.00	0.19	2.79%
	Older Adult (over 65 years)	5.76	6.00	0.24	4.17%
	Family Rate (maximum 2 adults & maximum 4 people)	15.20	16.00	0.80	5.26%
	Adults Only Public Skate (GV Arena) – HST included	6.81	7.00	0.19	2.79%
	<b>Stadiums-Rental Rate:</b>				
	Non-Commercial	789.55	869.00	79.45	10.06%
	Concerts/Commercial (greater of fee or 12% of gross ticket sales)	5,400.27	5,941.00	540.73	10.01%
	Per hour Other Recreational Uses	84.92	94.00	9.08	10.69%
	<b>Fort William Stadium (per hour):</b>				
	Soccer & Field Sports (weekdays)	56.24	62.00	5.76	10.24%
	Soccer & Field Sports (evenings & weekends)	63.09	70.00	6.91	10.95%
	Other Recreational uses	63.09	70.00	6.91	10.95%
	Field Lights	59.02	65.00	5.98	10.13%
	<b>Port Arthur Stadium (per hour):</b>				
	Recreational use	101.17	112.00	10.83	10.70%
	Field Lights	103.29	114.00	10.71	10.37%

SCHEDULE B - COMMUNITY SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Recreation & Culture	<b>Advertising/Satellite Arenas:</b>				
	Board Advertising (3.5'x8' sign with Lexan cover) per Year/Arena/Sign	871.35	958.00	86.65	9.94%
	Board Advertising (3.5'x8' sign with Lexan cover) per Three Year/Arena/Sign	580.91	640.00	59.09	10.17%
	Lobby Banners (3'x6') per Week per Arena	110.65	122.00	11.35	10.26%
	Rink Wall Banners per Arena per sign per year	1,549.07	1,704.00	154.93	10.00%
	Advertising Package-Lobby/Rink/Boards (2 of each) for 3 week term (all advertisements supplied by customer)	1,327.77	1,461.00	133.23	10.03%
	Stair Stickers	512.50	564.00	51.50	10.05%
	Arena A - Zamboni	1,537.50	1,692.00	154.50	10.05%
	Arena A - In Ice Logos-Centre (radius of 14'x10')	1,537.50	1,692.00	154.50	10.05%
	Arena A - In Ice Logos-Neutral Ice A (9'x9')	768.75	846.00	77.25	10.05%
	Arena A - In Ice Logos-Neutral Ice B (12'x6.7')	768.75	846.00	77.25	10.05%
	Arena A - In Ice Logos-Blue Line Horizontal (15'x8')	1,025.00	1,128.00	103.00	10.05%
	Arena A - In Ice Logos-Faceoff Dots (15'x5')	512.50	564.00	51.50	10.05%
	Arena A - Quick Frames Posters (2.5' x 1.667')	512.50	564.00	51.50	10.05%
	Arena A - Rink Wall Banners (8'x4') per Arena per sign per year	768.75	846.00	77.25	10.05%
	Arena B - Zamboni	1,025.00	1,128.00	103.00	10.05%
	Arena B - In Ice Logos - Centre (radius of 14' 10")	1,025.00	1,128.00	103.00	10.05%
	Arena B - In Ice Logos - Neutral Ice A (9'x9')	512.50	564.00	51.50	10.05%
	Arena B - In Ice Logos - Neutral Ice B (12' x 6.7')	512.50	564.00	51.50	10.05%
	Arena B - In Ice Logos - Blue Line Horizontal (15'x8')	768.75	846.00	77.25	10.05%
	Arena B - In Ice Logos - Faceoff Dots (15'x5')	512.50	564.00	51.50	10.05%
	Arena B - Quick Frames Posters (2.5 x 1.667')	256.25	282.00	25.75	10.05%
	Arena B - Rink Wall Banners (8'x4') per sign per year	768.75	846.00	77.25	10.05%
	Arena Bundle 1 (Rink Wall Banners, Posters)	11,121.25	12,234.00	1,112.75	10.01%
	Arena Bundle 2 (Rink Board, Banners, Posters)	9,121.22	10,034.00	912.78	10.01%
	Arena Bundle Rink Boards (5 Rink Boards)	3,646.55	4,012.00	365.45	10.02%
	<b>Advertising Fort William Stadium:</b>				
	Press Box Banner (8'x4')	1,537.50	1,692.00	154.50	10.05%
	Top of Stands Banner (8'x4')	1,025.00	1,128.00	103.00	10.05%
	Concourse Signage (8'x4')	1,537.50	1,692.00	154.50	10.05%
	Fence Banner (8'x4')	1,025.00	1,128.00	103.00	10.05%
	Quick Frame Posters (2.5'x1.667')	512.50	564.00	51.50	10.05%
	<b>Dressing Rooms and Commercial Space:</b>				
	Dressing Room at Satellite Arenas and Fort William Gardens/year	1,095.74	1,206.00	110.26	10.06%
	Dressing Room at Satellite Arenas and Fort William Gardens per year (With 5 hrs/wk. practice & 80 hrs/yr. games)	383.50	422.00	38.50	10.04%
	Commercial Space In Arenas/Day (Vendors without Contract with City of Thunder Bay)	109.57	121.00	11.43	10.43%
	<b>Neighbourhood Recreation Programs:</b>				
	March Break 1 day	34.36	37.00	2.64	7.68%
	March Break 5 days	168.41	177.00	8.59	5.10%
	<b>Youth Move – Alternative Sports Park Activities/Youth/Teen Programs:</b>				
	Event A	5.00	5.00	-	0.00%
	Event B	10.00	10.00	-	0.00%
	Event C	15.00	15.00	-	0.00%
	Event D	25.00	25.00	-	0.00%
	<b>Youth Move – Kinsmen Centre Rental</b>				
	<b>Not for Profit /Charitable Rates:</b>				
	Drop in room per daily use	125.00	125.00	-	0.00%
	Drop in room per hour	20.00	20.00	-	0.00%
	Multi-purpose room daily use	150.00	150.00	-	0.00%
	Multi-purpose room per hour	25.00	25.00	-	0.00%
	<b>Profit Rates:</b>				
	Drop in room per daily use	175.00	175.00	-	0.00%
	Drop in room per hour	30.00	30.00	-	0.00%
	Multi-purpose room daily use	225.00	225.00	-	0.00%
	Multi-purpose room per hour	40.00	40.00	-	0.00%
	<b>Kidventures:</b>				
	First Child 4 days	174.72	175.00	0.28	0.16%
	Additional Child	139.79	140.00	0.21	0.15%
	First Child 5 days	206.55	207.00	0.45	0.22%
	Additional Child	174.72	175.00	0.28	0.16%

SCHEDULE B - COMMUNITY SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Recreation & Culture	<b>Playgrounds Program:</b>				
	Event A (formerly Events)	10.48	11.00	0.52	4.96%
	Event B (formerly part of Events)	14.67	16.00	1.33	9.07%
	Culinary Kids (formerly Super Arts)	33.69	36.00	2.31	6.86%
	SuperKids (formerly Super Sports)	32.75	35.00	2.25	6.87%
	<b>Integration Services PAL Card Replacement Cards</b>	5.24	6.00	0.76	14.50%
	<b>Chippewa Summer Camps:</b>				
	First Child 3 days	115.14	133.00	17.86	15.51%
	Additional Child	99.72	105.00	5.28	5.29%
	First Child 4 days	158.19	175.00	16.81	10.63%
	Additional Child	136.03	140.00	3.97	2.92%
	First Child 5 days	197.79	207.00	9.21	4.66%
	Additional Child	167.85	175.00	7.15	4.26%
	<b>Churchill &amp; Volunteer Pools Admission Fees:</b>				
	Child (3-14 years)	3.10	3.50	0.40	12.90%
	Student (15+ in school full time)	3.71	4.42	0.71	19.14%
	Adult	6.19	7.08	0.89	14.38%
	Senior (60 years of age plus)	4.95	5.31	0.36	7.27%
	Accessibility	4.95	5.50	0.55	11.11%
	Family	10.53	11.06	0.53	5.03%
	<b>Churchill &amp; Volunteer Pools Book Passes:</b>				
	Child (10)	27.90	29.30	1.40	5.02%
	Student (10)	33.48	35.15	1.67	4.99%
	Adult (10)	55.71	58.50	2.79	5.01%
	Senior (60+) (10)	44.55	46.78	2.23	5.01%
	Accessibility (10)	44.55	46.78	2.23	5.01%
	Family (5)	47.39	49.76	2.37	5.00%
	Fitness Swipe Card (10)	61.75	64.84	3.09	5.00%
	Fitness Swipe Card (15)	91.00	95.55	4.55	5.00%
	<b>Churchill &amp; Volunteer Pools Seasonal Passes:</b>				
	<b>Year:</b>				
	Adult	396.25	417.00	20.75	5.24%
	Senior (60+)	317.00	333.00	16.00	5.05%
	Accessibility	317.00	333.00	16.00	5.05%
	Student	237.75	250.00	12.25	5.15%
	Family	673.63	708.00	34.37	5.10%
	<b>Six Month:</b>				
	Adult	257.56	271.00	13.44	5.22%
	Senior (60+)	206.05	217.00	10.95	5.31%
	Accessibility	206.05	217.00	10.95	5.31%
	Student	154.54	163.00	8.46	5.47%
	Family	437.75	460.00	22.25	5.08%
	<b>Three Month:</b>				
	Adult	158.50	167.00	8.50	5.36%
	Senior (60+)	126.80	134.00	7.20	5.68%
	Accessibility	126.80	134.00	7.20	5.68%
	Student	95.10	100.00	4.90	5.15%
	Family	269.45	283.00	13.55	5.03%
	<b>Community Aquatics Extra Pass Fees</b>				
	Locker Rental – for 3 months	25.00	25.00	-	0.00%
	<b>One Month:</b>				
	Adult	59.44	63.00	3.56	5.99%
	Senior (60+)	47.55	50.00	2.45	5.15%
	Accessibility	47.55	50.00	2.45	5.15%
	Student	35.66	38.00	2.34	6.56%
	Family	101.05	107.00	5.95	5.89%
	<b>Volunteer Pool Community Centre:</b>				
	Hourly Rental Fee (Ongoing Rentals)	24.71	25.95	1.24	5.02%
	Hourly Rental Fee (One Time Rentals)	-	40.00	40.00	100.00%
	Birthday Party Room Rental (No Party Package)	-	35.00	35.00	100.00%
	<b>Community Aquatics Pool Rental Fees:</b>				
	Pool Rental (up to 70 participants)	110.00	116.00	6.00	5.45%
	Single Lane Rental (1 hour)	18.33	20.00	1.67	9.11%
	Private Birthday Party (12 children)	185.00	195.00	10.00	5.41%
	Public Birthday party (12 children)	148.00	156.00	8.00	5.41%
	Birthday Party Cancellation Fee (Less than 7 days notice)	-	50.00	50.00	100.00%

SCHEDULE B - COMMUNITY SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Recreation & Culture	<b>Community Aquatics Extra Rental Fees:</b>				
	Drop-in Swimming Lessons (Outdoor Pools – toonie lesson)	2.00	2.00	-	0.00%
	<b>Community Aquatics Sport Group Rental Fees:</b>				
	Daytime School Rate	110.00	116.00	6.00	5.45%
	<b>Volunteer Pool – Sauna/Whirlpool/Fitness Equipment</b>				
	Pass with Child enrolled in Instructional Swim	3.98	4.18	0.20	5.03%
	<b>Boulevard Lake - Boat Rentals per hour:</b>				
	Paddle Boats	15.00	15.00	-	0.00%
	<b>Aquatics Program Fees</b>				
	<b>Swim Lessons/Learn to Swim:</b>				
	Group Swimming Lesson (Per Class)	8.20	8.61	0.41	5.00%
	Private Swimming Lesson (Per 1/2 Hour Class)	25.02	26.27	1.25	5.00%
	Semi-Private Lessons (5-½ hours lessons)	18.27	19.18	0.91	4.98%
	Bronze Star	90.52	96.00	5.48	6.05%
	Bronze Medallion/Emergency First Aid	120.89	127.00	6.11	5.05%
	Bronze Medallion Recertification with Classes	77.50	82.00	4.50	5.81%
	Bronze Cross	120.89	127.00	6.11	5.05%
	Bronze Cross Recertification with Classes	77.50	82.00	4.50	5.81%
	National Lifeguard Service	204.74	215.00	10.26	5.01%
	National Lifeguard Service Cancellation Fee	60.00	63.00	3.00	5.00%
	National Lifeguard Recertification	63.77	67.00	3.23	5.07%
	National Lifeguard (Waterfront Option)	128.75	136.00	7.25	5.63%
	Lifesaving Society Assistant Instructor	75.95	80.00	4.05	5.33%
	Swim Instructor & Lifesaving Society Instructor (Manuals no longer included)	281.50	296.00	14.50	5.15%
	Swim Instructor (Manuals no longer included)	140.75	148.00	7.25	5.15%
	Lifesaving Society Instructor (Manuals no longer included)	140.75	148.00	7.25	5.15%
	Swim Instructor & Lifesaving Society Instructor Cancellation Fee	60.00	63.00	3.00	5.00%
	Four Strokes for Fun (1 Day)	90.00	95.00	5.00	5.56%
	Four Strokes for Fun (2 Days)	135.00	142.00	7.00	5.19%
	Instructional Family Pass	60.00	63.00	3.00	5.00%
	Examination Standards Clinic	22.91	24.06	1.15	5.02%
	Aquatic Supervisory Training	101.09	106.14	5.05	5.00%
	Mermaid Training	81.28	85.34	4.06	5.00%
	Low-Ratio Swimming Lessons (Per Lesson)	12.23	12.84	0.61	4.99%
	<b>First Aid:</b>				
	Standard First Aid Course (Red Cross)	117.80	124.00	6.20	5.26%
	Standard First Aid Recertification (Red Cross)	56.99	60.00	3.01	5.28%
	Standard First Aid Course (Lifesaving Society)	117.80	124.00	6.20	5.26%
	Standard First Aid Recertification (Lifesaving Society)	56.99	60.00	3.01	5.28%
	<b>Fitness and Aquatic Programs:</b>				
	Aquatics – 14 weeks – once per week (Community Aquatics)	82.40	86.52	4.12	5.00%
	5 week programs – once per week (Complex)	41.84	43.93	2.09	5.00%
	Community Fitness (per class)	6.33	6.65	0.32	5.06%
	Bari-Active (per class)	7.00	7.00	-	0.00%
	Fitness for Breath (per class)	7.00	7.00	-	0.00%
	Keep Moving (per class)	6.00	6.00	-	0.00%
	City Fire Fitness Test (Complex)	Negotiations	Negotiations	-	0.00%
	Advertising in Aquatic Facilities	250.00-1,000.00	250.00-1,000.00	-	0.00%
	Fitness Coaching - 6 Session Private	370.59	381.71	11.12	3.00%
	Fitness Coaching - 12 Session Private	673.59	693.80	20.21	3.00%
	Fitness Coaching - 24 Session Private	1,212.91	1,249.30	36.39	3.00%
	Fitness Coaching - 48 Session Private	2,156.28	2,220.97	64.69	3.00%
	Fitness Coaching - Single Session for Returning Customer Private	61.73	63.58	1.85	3.00%
	Fitness Coaching - 6 Session Semi-Private (per person)	269.43	277.51	8.08	3.00%
	Fitness Coaching - 12 Session Semi-Private (per person)	485.18	499.74	14.56	3.00%
	Fitness Coaching - 24 Session Semi-Private (per person)	862.51	888.39	25.88	3.00%
	Fitness Coaching - 48 Session Semi-Private (per person)	1,617.07	1,665.58	48.51	3.00%
	Fitness Coaching - 6 Session Small-Group (per person)	202.07	208.13	6.06	3.00%
	Fitness Coaching - 12 Session Small-Group (per person)	350.39	360.90	10.51	3.00%
	Fitness Coaching - 24 Session Small-Group (per person)	592.97	610.76	17.79	3.00%
	Fitness Coaching - 48 Session Small-Group (per person)	1,078.08	1,110.42	32.34	3.00%

SCHEDULE B - COMMUNITY SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Recreation & Culture	<b>Canada Games Complex Memberships</b>				
	<b>General 12 Month Full Membership:</b>				
	Adult	671.42	705.00	33.58	5.00%
	Corporate Adult	646.42	679.00	32.58	5.04%
	Spouse	335.71	353.00	17.29	5.15%
	Youth	182.02	192.00	9.98	5.48%
	Child	124.25	131.00	6.75	5.43%
	Student	430.53	453.00	22.47	5.22%
	Adult (60 & Over)	465.43	489.00	23.57	5.06%
	Accessible Adult	465.43	489.00	23.57	5.06%
	Accessible Child (Not an add on)	124.25	131.00	6.75	5.43%
	<b>Extra Fees for General Membership - 12 Months Babysitting:</b>				
	1 <sup>st</sup> Child	111.14	117.00	5.86	5.27%
	2 <sup>nd</sup> Child	82.53	91.00	8.47	10.26%
	<b>Extra Fees for General Membership - 8 Months Babysitting:</b>				
	1 <sup>st</sup> Child	96.14	101.00	4.86	5.06%
	2 <sup>nd</sup> Child	72.10	76.00	3.90	5.41%
	<b>Extra Fees for General Membership - 1 Month Babysitting:</b>				
	1 <sup>st</sup> Child	54.62	58.00	3.38	6.19%
	2 <sup>nd</sup> Child	40.41	43.00	2.59	6.41%
	<b>General 12 Month Membership - Mid Day:</b>				
	Adult	604.93	636.00	31.07	5.14%
	Spouse	303.01	319.00	15.99	5.28%
	Adult (60 & Over)	428.35	450.00	21.65	5.05%
	Accessible Adult	428.35	450.00	21.65	5.05%
	<b>One Month Membership:</b>				
	Adult	74.75	79.00	4.25	5.69%
	Spouse	50.56	54.00	3.44	6.80%
	Student	56.05	59.00	2.95	5.26%
	Adult (60 & Over)	63.75	65.02	1.27	1.99%
	Child	38.46	41.00	2.54	6.60%
	Youth	43.96	47.00	3.04	6.92%
	Accessible Adult	63.75	67.00	3.25	5.10%
	Special Promotion	65.00	65.00	-	0.00%
	<b>All Day &amp; Evening Membership 8 Month:</b>				
	Adult	542.80	570.00	27.20	5.01%
	Spouse	271.39	285.00	13.61	5.01%
	Youth	147.14	155.00	7.86	5.34%
	Child	101.36	107.00	5.64	5.56%
	Student	338.97	356.00	17.03	5.02%
	Adult (60 & Over)	362.96	382.00	19.04	5.25%
	Accessible Adult	362.96	382.00	19.04	5.25%
	<b>Group Membership Discount:</b>				
	10 - 20 Memberships	10% off	10% off	-	0.00%
	21+ Memberships	12% off	12% off	-	0.00%
	<b>City Staff Memberships:</b>				
	Adult General	501.38	527.00	25.62	5.11%
	Adult (60+) General	348.79	367.00	18.21	5.22%
	Student City Membership	336.80	354.00	17.20	5.11%
	<b>Pre-Authorized Monthly Payment Plan General (DDS):</b>				
	Adult	56.49	60.00	3.51	6.21%
	Corporate	54.09	57.00	2.91	5.38%
	Spouse	28.23	30.00	1.77	6.27%
	Youth	15.31	17.00	1.69	11.04%
	Child	10.45	11.00	0.55	5.26%
	Student	36.21	39.00	2.79	7.71%
	Adult (60 & Over)	39.15	42.00	2.85	7.28%
	Accessible Adult	39.15	42.00	2.85	7.28%
	Locker – Full, Wide	15.64	17.00	1.36	8.70%
	Locker – Half, Wide	11.01	12.00	0.99	8.99%
	Locker – Half, Narrow	7.79	9.00	1.21	15.53%
	Locker – Full, Narrow	10.79	12.00	1.21	11.21%
	<b>Pre-Authorized Monthly Payment Plan Mid-Day (DDS):</b>				
	Adult	50.90	54.00	3.10	6.09%
	Spouse	25.45	27.00	1.55	6.09%
	Adult (60 & Over)	36.04	38.00	1.96	5.44%

SCHEDULE B - COMMUNITY SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Recreation & Culture	<b>Pre-Authorized Monthly Payment Plan (DDS) &amp; Payroll Deduction - City:</b>				
	Adult	42.18	45.00	2.82	6.69%
	Spouse	28.23	30.00	1.77	6.27%
	Youth	15.30	17.00	1.70	11.11%
	Child	10.45	11.00	0.55	5.26%
	Adult (60 & Over)	29.33	31.00	1.67	5.69%
	Student	28.33	30.00	1.67	5.89%
	<b>Special Swim &amp; Slide Membership for Children:</b>				
	3 Months	121.98	129.00	7.02	5.76%
	6 Months	179.19	189.00	9.81	5.47%
	12 Months	242.87	256.00	13.13	5.41%
	<b>Summer Memberships Adult:</b>				
	4 Months	201.37	212.00	10.63	5.28%
	3 Months	166.17	175.00	8.83	5.31%
	2 Months	123.24	130.00	6.76	5.49%
	1 Month	66.02	70.00	3.98	6.03%
	<b>Summer Memberships Spouse:</b>				
	4 Months	150.75	159.00	8.25	5.47%
	3 Months	122.14	129.00	6.86	5.62%
	2 Months	97.94	103.00	5.06	5.17%
	1 Month	50.62	54.00	3.38	6.68%
	<b>Summer Memberships Youth:</b>				
	4 Months	64.92	69.00	4.08	6.28%
	3 Months	58.32	62.00	3.68	6.31%
	2 Months	50.62	54.00	3.38	6.68%
	1 Month	44.01	47.00	2.99	6.79%
	<b>Summer Memberships Child:</b>				
	4 Months	59.35	63.00	3.65	6.15%
	3 Months	52.82	56.00	3.18	6.02%
	2 Months	47.32	50.00	2.68	5.66%
	1 Month	38.51	41.00	2.49	6.47%
	<b>Summer Memberships Adult (60 &amp; Over):</b>				
	4 Months	166.17	175.00	8.83	5.31%
	3 Months	134.25	141.00	6.75	5.03%
	2 Months	107.84	114.00	6.16	5.71%
	1 Month	63.82	68.00	4.18	6.55%
	<b>Summer Memberships Student:</b>				
	4 Months	160.67	169.00	8.33	5.18%
	3 Months	132.05	139.00	6.95	5.26%
	2 Months	104.53	110.00	5.47	5.23%
	1 Month	56.12	59.00	2.88	5.13%
	Summer Fun for Children	62.72	66.00	3.28	5.23%
	<b>Healthy Hearts Memberships:</b>				
	Healthy Hearts Membership 6 Months	372.57	392.00	19.43	5.22%
	Healthy Hearts Membership 4 Months	249.90	263.00	13.10	5.24%
	Healthy Hearts Membership 3 Months	184.92	195.00	10.08	14.76%
	Healthy Hearts Membership 12 Months	-	654.00	654.00	100.00%
	Healthy Hearts Membership Pre-Authorized Payment Plan (DDS)	68.27	55.00	-13.27	-19.44%
	<b>Locker Rentals:</b>				
	<b>Full Locker – Wide:</b>				
	12 Months	187.67	198.00	10.33	5.50%
	8 Months	149.91	158.00	8.09	5.40%
	1 Month	23.89	26.00	2.11	8.83%
	<b>Half Locker – Wide:</b>				
	12 Months	132.13	139.00	6.87	5.20%
	8 Months	105.74	112.00	6.26	5.92%
	1 Month	17.24	19.00	1.76	10.21%
	<b>Full Locker – Narrow:</b>				
	12 Months	132.14	139.00	6.86	5.19%
	8 Months	105.74	112.00	6.26	5.92%
	1 Month	17.24	19.00	1.76	10.21%
	<b>Half Locker – Narrow:</b>				
	12 Months	93.68	99.00	5.32	5.68%
	8 Months	74.94	79.00	4.06	5.42%
	1 Month	11.48	13.00	1.52	13.24%
	Lock Rentals	3.00-7.00	10.00	3.00-7.00	42.86%-233.33%

**SCHEDULE B - COMMUNITY SERVICES**

Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Recreation & Culture	<b>Canada Games Complex – General Admissions:</b>				
	<b>Adult:</b>				
	Single Visit	9.40	10.62	1.22	12.98%
	Book of 12 Coupons	94.06	106.20	12.14	12.91%
	Daytime Rate	7.87	8.85	0.98	12.45%
	Book of 12 Coupons (daytime)	78.85	88.50	9.65	12.24%
	<b>Family:</b>				
	Single Visit	21.78	23.01	1.23	5.65%
	Book of 6 Coupons	108.90	115.05	6.15	5.65%
	<b>Child:</b>				
	Single Visit	3.58	4.00	0.42	11.73%
	Book of 12 Coupons	35.87	40.00	4.13	11.51%
	<b>Student:</b>				
	Single Visit	5.83	6.19	0.36	6.17%
	Book of 12 Coupons	58.32	61.90	3.58	6.14%
	<b>Adult (60 &amp; Over):</b>				
	Single Visit	6.40	7.08	0.68	10.63%
	Book of 12 Coupons	64.02	70.80	6.78	10.59%
	<b>Accessible Admission Rates:</b>				
	Adult	4.80	6.00	1.20	25.00%
	Book of 12 Coupons	-	60.00	60.00	100.00%
	Student	3.67	4.00	0.33	8.99%
	Book of 12 Coupons	-	40.00	40.00	100.00%
	Child	2.69	3.00	0.31	11.52%
	Book of 12 Coupons	-	30.00	30.00	100.00%
	*Membership Rates same as Adult (60 & Over)				
	Accessible Group Rate	3.72	4.00	0.28	7.53%
	12 Coupons	46.65	48.00	1.35	2.89%
	<b>Babysitting (per hour):</b>				
	Babysitting – 1 <sup>st</sup> Child	7.40	7.96	0.56	7.57%
	Babysitting – 2 <sup>nd</sup> Child	4.75	5.31	0.56	11.79%
	<b>Group Admissions:</b>				
	Group Rate – Children	3.12	4.00	0.88	28.21%
	Group Rate – Students	4.37	4.59	0.22	5.03%
	Group Rate – Adults	6.92	7.96	1.04	15.03%
	Group Rate – Adult (60 & Over)	4.48	5.31	0.83	18.53%
	Preferred Rate – Child (Includes Thunderslide)	4.33	5.00	0.67	15.47%
	Preferred Rate – Student	3.66	4.03	0.37	10.11%
	School Elective Program – 4 visits	30.33	31.86	1.53	5.04%
	Instructor – Electives (per hour)	18.00 or recovery cost whichever is greater	18.00 or recovery cost whichever is greater	-	0.00%
	Special Sale Admission - Twoonie Days	2.00	2.00	-	0.00%
	<b>Canada Games Complex - Programs</b>				
	<b>Adventurers Camp:</b>				
	10 Day Session – 1 <sup>st</sup> Child	293.27	303.00	9.73	3.32%
	10 Day Session – 2 <sup>nd</sup> Child	250.35	258.00	7.65	3.06%
	5 Day Session – 1 <sup>st</sup> Child	206.55	207.00	0.45	0.22%
	5 Day Session – 2 <sup>nd</sup> Child	171.17	175.00	3.83	2.24%
	5 Day Sessions with Private Lessons - 1st Child	277.01	291.00	13.99	5.05%
	5 Day Sessions with Private Lessons - 2nd Child	241.51	254.00	12.49	5.17%
	Birthday Parties	183.51	193.00	9.49	5.17%
	<b>P.A. Day Activities:</b>				
	1 <sup>st</sup> Child	44.87	48.00	3.13	6.98%
	2 <sup>nd</sup> Child	37.39	40.00	2.61	6.98%
	½ Day	31.15	33.00	1.85	5.94%
	Junior Development Squash	47.64	51.00	3.36	7.05%
	<b>Canada Games Complex - Programs:</b>				
	Squash Lessons (5-50 minutes)	84.09	89.00	4.91	5.84%
	Private Squash Lessons (3)	105.18	111.00	5.82	5.53%
	Semi-Private Squash Lessons (3)	83.61	88.00	4.39	5.25%
	Court Jester – court fees (per person)	78.60	83.00	4.40	5.60%
	Court Time – court fees (per person)	50.54	54.00	3.46	6.85%
	Karate - Tots	71.87	76.00	4.13	5.75%
	Karate - Beginners	80.85	85.00	4.15	5.13%
	Karate - Advanced	112.31	118.00	5.69	5.07%

SCHEDULE B - COMMUNITY SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Recreation & Culture	<b>Canada Games Complex - Rental Fees:</b>				
	Rental Fee – Multi Purpose Room – per hour	60.33	64.00	3.67	6.08%
	Rental Fee – Multi Purpose Room – Ongoing Seasonal – per hour	47.62	50.00	2.38	5.00%
	Small Multi Purpose Room – per hour	47.16	50.00	2.84	6.02%
	Small Multi Purpose Room – Ongoing seasonal – per hour	36.16	38.00	1.84	5.09%
	Poolside Party Place – per hour	48.21	51.00	2.79	5.79%
	1/3 Pool – Per Hour	86.92	92.00	5.08	5.84%
	2/3 Pool – Per Hour	129.73	137.00	7.27	5.60%
	Whole Pool – Major Events – per day	2,294.31	2,410.00	115.69	5.04%
	Whole Pool – ½ day	1,237.14	1,299.00	61.86	5.00%
	Lane Fee	10.90	12.00	1.10	10.09%
	Extra Child	3.00	3.00	-	0.00%
	Extra Pop	1.00	1.00	-	0.00%
	Extra Pizza	15.00	15.00	-	0.00%
	Cancellation	20.00-50.00	20.00-50.00	-	0.00%
	<b>Community Recreation Programs and Events:</b>				
	<b>Community Centres (Not Board Operated)</b>				
	<b>Vale Not-for-Profit/Charitable Rates:</b>				
	Mac Hay room – per hour	17.21	17.21	-	0.00%
	May Hay room – full day (4 hours or more)	68.82	68.82	-	0.00%
	Use of kitchen during rental of room – per hour	5.73	5.73	-	0.00%
	Use of kitchen during rental of room – full day (4 hours or more)	22.90	22.90	-	0.00%
	Use of kitchen only – per hour (2 hour minimum)	30.83	30.83	-	0.00%
	Gym – per hour	22.91	22.91	-	0.00%
	Gym – full day (4 hours or more)	91.59	91.59	-	0.00%
	<b>Vale For-Profit Rates:</b>				
	Mac Hay room – per hour	22.94	22.94	-	0.00%
	Mac Hay room – full day (4 hours or more)	93.56	93.56	-	0.00%
	Use of kitchen during rental of room – per hour	8.58	8.58	-	0.00%
	Use of kitchen during rental of room – full day (4 hours or more)	34.35	34.35	-	0.00%
	Use of kitchen only – per hour (2 hour minimum)	41.10	41.10	-	0.00%
	Gym per hour	28.65	28.65	-	0.00%
	Gym – full day (4 hours or more)	114.48	114.48	-	0.00%
	Existing Customers (Pre-2017)	16.04	16.04	-	0.00%
	<b>Jumbo Gardens – Not for Profit/Charitable rates:</b>				
	Upstairs – per hour	17.21	17.21	-	0.00%
	Upstairs – full day (4 hours or more)	68.82	68.82	-	0.00%
	Existing Customers (Pre-2017)	16.04	16.04	-	0.00%
	<b>Jumbo Gardens – Profit Rates:</b>				
	Upstairs – per hour	22.94	22.94	-	0.00%
	Upstairs – full day (4 hours or more)	91.79	91.79	-	0.00%
	Existing Customers (Pre-2017)	16.04	16.04	-	0.00%
	<b>West Arthur Community Centre - Room Rentals</b>				
	Arthur Hall	51.38	54.00	2.62	5.10%
	West Arthur Room	30.83	33.00	2.17	7.04%
	Craft Room	25.69	27.00	1.31	5.10%
	Security Deposit for any use of meeting space	50.00	75.00	25.00	50.00%
	Kitchen Rental (minimum 2 hour rental)	50.00	53.00	3.00	6.00%
	Dishwashing service up to 4 hours	100.00	105.00	5.00	5.00%
	Each additional hour	30.83	33.00	2.17	7.04%
	Coffee/tea service (per person)	-	1.50	1.50	100.00%
	Black & White photocopy - 8.5" x 11"	-	0.15	0.15	100.00%
	Black & White photocopy - 8.5" x 14"	-	0.15	0.15	100.00%
	Black & White photocopy - 11" x 17"	-	0.25	0.25	100.00%
	Colour photocopy - 8.5" x 11"	-	0.50	0.50	100.00%
	Colour photocopy - 8.5" x 14"	-	0.50	0.50	100.00%
	Colour photocopy - 11" x 14"	-	0.75	0.75	100.00%
	Faxes Received – per page (1st page)	1.00	1.00	-	0.00%
	Faxes Send Local – per page (1st page)	1.00	1.00	-	0.00%
	Faxes each additional page	0.50	0.50	-	0.00%
	Faxes Send Long Distance – per page (1st page)	1.50	1.50	-	0.00%
	Faxes each additional page	0.50	0.50	-	0.00%
	<b>Meeting Rooms Hourly Charge (Non-Profit Rate):</b>				
	Arthur Hall	38.53	41.00	2.47	6.41%
	West Arthur Room	23.12	25.00	1.88	8.13%
	Craft Room	19.27	21.00	1.73	8.98%
	Kitchen Rental (2 hour minimum)	38.53	41.00	2.47	6.41%
	<b>Other Fees:</b>				
	Kitchen add on to room rental	50.00	53.00	3.00	6.00%
	Security/Damage Deposit for all rentals	50.00	75.00	25.00	50.00%



SCHEDULE B - COMMUNITY SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Recreation & Culture	<b>Thunder Bay 55 Plus Centre - Room Rental Fees:</b>				
	Security Deposit	100.00	100.00	-	0.00%
	For Profit: Whole Auditorium (1-4 hours)	237.35	250.00	12.65	5.33%
	Non Profit: Whole Auditorium (1-4 hours)	188.80	199.00	10.20	5.40%
	Special Occasions Auditorium (1-4 hours)	269.72	284.00	14.28	5.29%
	<b>Multi-Purpose Room, Meeting Room, Board Room, Craft Rooms, River/McVicar:</b>				
	For Profit: Meetings (1-4 hours)	88.46	93.00	4.54	5.13%
	Non Profit: Meetings (1-4 hours)	58.62	62.00	3.38	5.77%
	Special Occasions (1-4 hours) / Meetings (1-4 hours)	126.00	133.00	7.00	5.56%
	<b>Thunder Bay 55 Plus Centre - Miscellaneous Fees:</b>				
	Photocopy – letter size	0.10	0.10	-	0.00%
	Photocopy – legal size	0.25	0.25	-	0.00%
	Faxes Received – per page (1 <sup>st</sup> page)	1.00	1.00	-	0.00%
	Faxes Send Local – per page (1 <sup>st</sup> page)	1.00	1.00	-	0.00%
	Faxes each additional page	0.50	0.50	-	0.00%
	Faxes Send Long Distance – per page (1 <sup>st</sup> page)	1.50	1.50	-	0.00%
	Faxes each additional page	0.50	0.50	-	0.00%
	<b>Registered Programs (4 to 13 weeks, price per class):</b>				
	Low Impact Aerobics (8-13 weeks, 2x/week)	5.24	6.00	0.76	14.50%
	Fusion Fitness (8-13 weeks, 2x/week)	5.24	6.00	0.76	14.50%
	Morning energizer (8-13 weeks, 3x/week)	5.24	6.00	0.76	14.50%
	F.I.T (8-13 weeks, 2x/week)	5.24	6.00	0.76	14.50%
	Bender ball (8-13 weeks, once per week)	5.93	7.00	1.07	18.04%
	Pole Walking (8-13 weeks, once per week)	5.93	7.00	1.07	18.04%
	Simply Stretching (8-13 weeks, 2x/week)	5.24	6.00	0.76	14.50%
	Yoga (8-13 weeks, 2x/week)	5.51	6.00	0.49	8.89%
	Zumba (8-13 weeks, once/week)	5.51	6.00	0.49	8.89%
	Hoop it up (8-13 weeks, once/week)	6.18	7.00	0.82	13.27%
	Men's fitness (8-13 weeks, 2x/week)	5.24	6.00	0.76	14.50%
	Meditation (5-13 weeks, once per week)	5.77	7.00	1.23	21.32%
	Sit and Be Fit (5-13 weeks, once per week)	5.93	7.00	1.07	18.04%
	Chair yoga (6-13 weeks, once per week)	5.93	7.00	1.07	18.04%
	Keep moving w/Parkinson's (5 weeks, 2x/week)	5.51	6.00	0.49	8.89%
	Strength in Motion (8-12 weeks, 1/week)	5.51	6.00	0.49	8.89%
	Feldenkrais ATM (6-12 weeks, once per week)	6.25	7.00	0.75	12.00%
	Line dancing (8-13 weeks, once per week)	6.70	8.00	1.30	19.40%
	Pilates	-	6.00	6.00	100.00%
	Tai Chi (8-13 weeks, once per week) All varieties, no classes in summer sessions	5.90	7.00	1.10	18.64%
	Yoga Fit (8-13 weeks, 1x/week) (1.5 hrs.)	6.89	8.00	1.11	16.11%
	Evening Energizer (8-13 weeks - 2x/week)	5.24	6.00	0.76	14.50%
	Solid Gold Fitness (8-13 weeks - 1x/week)	5.24	6.00	0.76	14.50%
	Functionally Fit (6-12 weeks - 1 x/week)	5.24	6.00	0.76	14.50%
	<b>Art classes 3 hours, once per week, Most classes do not run in summer:</b>				
	12 weeks	12.84	14.00	1.16	9.03%
	6 weeks	12.84	14.00	1.16	9.03%
	<b>Workshops Vary from 1 day to multiple weeks:</b>				
	Swedish weaving 1 day	22.90	25.00	2.10	9.17%
	Swedish weaving 6 week, 3.5 hours per day	8.57	9.00	0.43	5.02%
	Greeting cards, one day 3 hours	27.51	29.00	1.49	5.42%
	Knitting 3 weeks, 3 hours each day	24.14	26.00	1.86	7.71%
	Various other workshops	-	10.00-100.00	10.00-100.00	100.00%
	OTHER average price	33.02	33.02	-	0.00%
	<b>Support Services - Health &amp; Wellness:</b>				
	Expo - Non Profit	-	50.00	50.00	100.00%
	Expo - Small Business (\$0 - \$50,000)	-	90.00	90.00	100.00%
	Expo - Large Business (\$50,000 \$ up)	-	190.00	190.00	100.00%
	<b>General Interest programs, price per class:</b>				
	Guitar lessons (once per week, 8-13 weeks)	12.84	14.00	1.16	9.03%
	Basket weaving 4 weeks	20.16	20.16	-	0.00%
	French 13 weeks	5.24	6.00	0.76	14.50%
	Drumming 4 weeks	86.32	86.32	-	0.00%
	Other 4 weeks	86.32	86.32	-	0.00%
	Ukulele	-	45.00	45.00	100.00%
	<b>Punch Cards:</b>				
	Fitness punch cards \$/session	7.35	8.00	0.65	8.84%
	General punch cards \$/session	14.70	16.00	1.30	8.84%
	<b>Workshops:</b>				
	1 day events- Costs dependent on workshop materials	47.25	47.25	-	0.00%

SCHEDULE B - COMMUNITY SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Recreation & Culture	<b>West Arthur Community Centre Registered Programs (4 to 12 weeks, price per class):</b>				
	Zumba (8-13 weeks, 1x/week)	5.51	6.00	0.49	8.89%
	Yoga Fit (8-13 weeks, 1x/week)	6.90	8.00	1.10	15.94%
	Line dancing (12 weeks, 1x/week)	7.03	7.03	-	0.00%
	<b>Art Classes:</b>				
	6-week	12.90	12.90	-	0.00%
	10 week	12.65	14.00	1.35	10.67%
	12-Week	10.15	10.15	-	0.00%
	<b>Workshops:</b>				
	1-day variety of events- Costs dependent on materials needed for workshop	47.25	47.25	-	0.00%
	<b>Meeting Rooms Hourly Charge (Non-Profit Rate):</b>				
	Arthur Hall	51.38	51.38	-	0.00%
	West Arthur Room	30.83	30.83	-	0.00%
	Craft Room	25.69	25.69	-	0.00%
	Kitchen Rental (2-hour minimum)	51.38	51.38	-	0.00%
	Existing Customers (pre-2020) – 50% discount of hourly rate	12.75-25.50	12.75-25.50	-	2.75%
	<b>Meeting Room Hourly charge – (non-profit)(Evening &amp; Weekends):</b>				
	Existing Customers (pre-2020) – 50% discount of hourly rate	9.57-19.13	9.57-19.13	-	0.00%
	<b>Other Fees:</b>				
	Coffee and Tea Service for up to 50 cups	75.00	75.00	-	0.00%
	Coffee and Tea Service for more than 50 cups	100.00	100.00	-	0.00%
	Linen Table cloth rental each	4.00	4.00	-	0.00%
	Hourly Supervision Fee for all rentals (rental hours outside of operating hours)	25.00	25.00	-	0.00%
	Photocopy – letter size	0.10	0.10	-	0.00%
	Photocopy – legal size	0.25	0.25	-	0.00%
	Faxes Received – per page (1st page)	1.00	1.00	-	0.00%
	Faxes local – per page	1.00	1.00	-	0.00%
	Faxes – additional pages	0.50	0.50	-	0.00%
	<b>Registered Programs (4 to 13 weeks, price per class):</b>				
	Fitness Classes	5.14-15.41	5.40-16.18	0.26-0.77	5.00%-5.06%
	Art Classes	12.75-51.38	13.39-53.95	0.64-2.57	5.00%-5.02%
	Workshops on variety of topics - 1 day	25.69-102.75	25.97-107.89	0.28-5.14	1.09%-5.00%
	Drop-in Programs	-	2.00-7.00	2.00-7.00	100.00%
	Kids Halloween Party	-	10.00	10.00	100.00%
	Kids Christmas Party	-	10.00	10.00	100.00%
	Indoor Yard Sale (per table)	-	15.00-20.00	15.00-20.00	100.00%
	Craft Sale (per table)	-	15.00-20.00	15.00-20.00	100.00%

SCHEDULE B - COMMUNITY SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Recreation & Culture	<b>Cultural Development and Events:</b>				
	<b>Summer Event Program Booklet – Advertising:</b>				
	Inside Cover or Back Cover	786.61	825.00	38.39	4.88%
	Full Page	655.51	660.00	4.49	0.68%
	Half Page	393.30	410.00	16.70	4.25%
	Quarter Page	238.36	250.00	11.64	4.88%
	<b>Workshops:</b>				
	Workshops on variety of topics - 1 day	-	30.00-50.00	30.00-50.00	100.00%
	<b>Event Exhibitors:</b>				
	Artisan Fees at events	20.96	30.00	9.04	43.13%
	Artisan Fees at Canada Day	41.92	50.00	8.08	19.27%
	<b>Event Vendors:</b>				
	Live on the Waterfront - First Half	918.00	925.00	7.00	0.76%
	Live on the Waterfront - Second Half	918.00	925.00	7.00	0.76%
	Kite Festival, Snow Day, Teddy Bears Picnic	306.00	315.00	9.00	2.94%
	Canada Day	724.00	750.00	26.00	3.59%
	<b>Food Vendors:</b>				
	Teddy Bears Picnic, Kite Festival, and Other Special Events With Electrical	-	375.00	375.00	100.00%
	Teddy Bears Picnic	350.00	350.00	-	0.00%
	Teddy Bears Picnic, Kite Festival and Other Special Events Without Electrical	-	325.00	325.00	100.00%
	Canada Day	750.00	750.00	-	0.00%
	Canada Day with Electrical and Water	-	750.00	750.00	100.00%
	Canada Day with Electrical Only	-	650.00	650.00	100.00%
	Canada Day Self Sufficient (No Electrical or Water)	-	600.00	600.00	100.00%
	Live on the Waterfront - Per Event with Full Service Electrical and Water	-	160.00	160.00	100.00%
	Live on the Waterfront - Per Event with Electrical Only	-	130.00	130.00	100.00%
	Live on the Waterfront - Per Event Self Sufficient (No Electrical or Water)	-	110.00	110.00	100.00%
	Quest Tech & Gaming	-	375.00	375.00	100.00%
	Snow Day on the Waterfront	-	160.00	160.00	100.00%
	Culture Days	150.00	160.00	10.00	6.67%
	Snow Day	150.00	160.00	10.00	6.67%
	<b>Live on the Waterfront:</b>				
	First Half	625.00	625.00	-	0.00%
	Second Half	625.00	625.00	-	0.00%
	Culture Days	150.00	150.00	-	0.00%
	Youth Week	150.00	150.00	-	0.00%
	Movie Nights	625.00	625.00	-	0.00%
	Snow Day	150.00	150.00	-	0.00%
	Internal Tent Rental Fees	30.00	30.00	-	0.00%
	<b>Arts &amp; Heritage:</b>				
	Arts & Heritage Awards Tickets	42.20	45.00	2.80	6.64%
	<b>Volunteer Program:</b>				
	Teens 'n Training	42.75	25.00	-17.75	-41.52%
	Leaders 'n Training	-	100.00	100.00	100.00%
	<b>Mariner's Hall Rental:</b>				
	For Profit: (1-4 hours)	214.85	226.00	11.15	5.19%
	Non Profit: (1-4 hours)	161.14	170.00	8.86	5.50%
	For Profit: (5-8 hours)	322.38	339.00	16.62	5.16%
	Non Profit: (5-8 hours)	241.72	254.00	12.28	5.08%
	For Profit: (9-12 hours)	375.99	395.00	19.01	5.06%
	Non Profit: (9-12 hours)	281.99	297.00	15.01	5.32%
	Internal CTB Use	No charge	No charge	-	

SCHEDULE B - COMMUNITY SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Central Support Services	<b>Municipal Child Care: Child Care Centres (Algoma, Grace Remus, Woodcrest &amp; Ogden):</b>				
	<b>January 1 to March 31:</b>				
	Late Fees (after hours – 5:30 p.m. pickup)	25.00	25.00	-	0.00%
	Extended Day Toddler (over 9 hours)	31.05	31.05	-	0.00%
	Extended Day Pre-school	27.53	27.53	-	0.00%
	Extended Day Kindergarten	25.28	25.28	-	0.00%
	Extended Day Grade 1 & up (under 6 years old)	23.82	23.82	-	0.00%
	Extended Day Grade 1 & up (6 years and older)	47.64	51.00	3.36	7.05%
	Full Day Toddler	27.59	27.59	-	0.00%
	Full Day Pre-school	24.50	24.50	-	0.00%
	Full Day Kindergarten	22.41	22.41	-	0.00%
	Full Day Grade 1 & up (under 6 years old)	20.66	20.66	-	0.00%
	Full Day Grade 1 & up (6 years and older)	41.34	44.00	2.66	6.43%
	½ Day (no lunch) Toddler	17.67	17.67	-	0.00%
	½ Day (no lunch) Pre-school	15.50	15.50	-	0.00%
	½ Day (no lunch) Kindergarten	14.90	14.90	-	0.00%
	½ Day (no lunch) Grade 1 & up (under 6 years old)	13.40	13.40	-	0.00%
	½ Day (no lunch) Grade 1 & up (6 years and older)	26.80	29.00	2.20	8.21%
	½ Day (with lunch) Toddler	22.00	22.00	-	0.00%
	½ Day (with lunch) Pre-school	19.00	19.00	-	0.00%
	½ Day (with lunch) Kindergarten	18.02	18.02	-	0.00%
	½ Day (with lunch) Grade 1 & up (under 6 years old)	15.51	15.51	-	0.00%
	½ Day (with lunch) Grade 1 & up (6 years and older)	31.03	33.00	1.97	6.35%
	Before or After School Kindergarten(max 2 hours) each	12.00	12.00	-	0.00%
	Before & After School Kindergarten	14.00	14.00	-	0.00%
	Before or After School (max 2 hours) each Grade 1 & up (under 6 years old)	12.00	12.00	-	0.00%
	Before & After School Grade 1 & Up (under 6 years old)	14.00	14.00	-	0.00%
	Before or After School (max 2 hours) each Grade 1 & Up (6 years and older)	14.00	15.00	1.00	7.14%
	Before & After School Grade 1 & Up	28.00	30.00	2.00	7.14%
	Lunch - Toddler, Preschool, Kindergarten (under 6 years old)	10.40	10.40	-	0.00%
	Lunch Grade 1 & up	10.40	11.00	0.60	5.77%
	<b>April 1 to December 31:</b>				
	Late Fees (after hours – 5:30 p.m. pickup)	25.00	25.00	-	0.00%
	Extended Day Toddler (over 9 hours)	31.05	31.05	-	0.00%
	Extended Day Pre-school	27.53	27.53	-	0.00%
	Extended Day Kindergarten	25.28	25.28	-	0.00%
	Extended Day Grade 1 & up (under 6 years old)	23.82	23.82	-	0.00%
	Extended Day Grade 1 & up (6 years and older)	50.02	53.00	2.98	5.96%
	Full Day Toddler	27.59	27.59	-	0.00%
	Full Day Pre-school	24.50	24.50	-	0.00%
	Full Day Kindergarten	22.41	22.41	-	0.00%
	Full Day Grade 1 & up (under 6 years old)	20.66	20.66	-	0.00%
	Full Day Grade 1 & up (6 years and older)	43.41	46.00	2.59	5.97%
	½ Day (no lunch) Toddler	17.67	17.67	-	0.00%
	½ Day (no lunch) Pre-school	15.50	15.50	-	0.00%
	½ Day (no lunch) Kindergarten	14.90	14.90	-	0.00%
	½ Day (no lunch) School age (under 6 years old)	13.40	13.40	-	0.00%
	½ Day (no lunch) Grade 1 & up (6 years and older)	28.14	30.00	1.86	6.61%
	½ Day (with lunch) Toddler	22.00	22.00	-	0.00%
	½ Day (with lunch) Pre-school	19.00	19.00	-	0.00%
	½ Day (with lunch) Kindergarten	18.02	18.02	-	0.00%
	½ Day (with lunch) Grade 1 & up (under 6 years old)	15.51	15.51	-	0.00%
	½ Day (with lunch) Grade 1 & up (6 years and older)	32.58	34.00	1.42	4.36%
	Before or After School Kindergarten(max 2 hours) each	12.00	12.00	-	0.00%
	Before & After School Kindergarten	14.00	14.00	-	0.00%
	Before or After School (max 2 hours) each Grade 1 & up (under 6 years old)	12.00	12.00	-	0.00%
	Before & After School Grade 1 & Up (under 6 years old)	14.00	14.00	-	0.00%
	Before or After School (max 2 hours) each Grade 1 & up (6 years and older)	14.70	15.00	0.30	2.04%
	Before & After School Grade 1 & Up	29.40	31.00	1.60	5.44%
	Lunch - Toddler, Preschool, Kindergarten (under 6 years old)	10.40	10.40	-	0.00%
	Lunch Grade 1 & up (6 & older)	10.92	11.00	0.08	0.73%

SCHEDULE B - COMMUNITY SERVICES					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Transit	Charter Rate - Conventional Transit	128.00 per hour (CTB Internal rate 112.00 per hour) (minimum 3 hours)	135.00 per hour (CTB Internal rate 118.00 per hour) (minimum 3 hours)	7.00 per hour (CTB Internal rate 6.00 per hour) (minimum 3 hours)	5.47% (CTB Internal rate 5.36%) (minimum 3 hours)
	Charter Rate - Specialized Transit	62.00 per hour (minimum 3 hours)	66.00 per hour (minimum 3 hours)	4.00	6.45%
	<b>January to March 31:</b>				
	Cash Fare	3.00	3.00	-	0.00%
	Single Ride Pass (10 tickets)	25.00	25.50	0.50	2.00%
	Adult Monthly Pass	80.00	82.00	2.00	2.50%
	Discounted Monthly Pass	66.00	68.00	2.00	3.03%
	Senior/Youth Monthly Pass	55.00	57.00	2.00	3.64%
	Senior Annual Pass	495.00	510.00	15.00	3.03%
	<b>Effective April 1:</b>				
	Cash Fare	3.00	3.25	0.25	8.33%
	Single Ride Pass (10 tickets)	25.50	28.00	2.50	9.80%
	Single Rider Day Pass (Unlimited rides for the day)	-	9.00	9.00	100.00%
	Adult Monthly Pass	82.00	87.00	5.00	6.10%
	Discounted Monthly Pass	68.00	72.00	4.00	5.88%
	Senior/Youth Monthly Pass	57.00	60.00	3.00	5.26%
	Senior Annual Pass	510.00	536.00	26.00	5.10%
	Reloadable Smart Card	-	5.00	5.00	100.00%
	Lift Plus Late Cancellation Fee	3.00	3.25	0.25	8.33%
	Lift Plus No Show Fee	6.00	6.30	0.30	5.00%
	Taxi Rides	-	3.25	3.25	100.00%
	Lift ID Cards	-	5.00	5.00	100.00%
Long Term Care and Senior Services	<b>Jasper Tenant Fees:</b>				
	Single Tenant Fee – per day (15 meals/month)	11.80	11.90	0.10	0.85%
	Double Tenant Fee – per day	17.95	18.00	0.05	0.28%
	<b>Meals:</b>				
	Extra Tenant Meals - per meal	6.25	6.30	0.05	0.80%
	Guest Meals – per meal	6.75	6.75	-	0.00%
	<b>Meals On Wheels:</b>				
	Meals on Wheels – per meal	8.00	8.00	-	0.00%
	Meals on Wheels – weekend meal	5.50	5.85	0.35	6.36%
	Hairdressing Service – Rent Free	7% of gross earnings	7% of gross earnings	-	0.00%
	Cafeteria Meals	Recovery Cost	Recovery Cost	-	0.00%

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Community Services</b>							
Central Support Services	3-42 to 3-44	36.5	31.5	38.1	33.1	39.7	34.7
Recreation & Culture	3-45 to 3-47	118.6	52.5	249.9	199.9	1,250.0	50.0
Facilities & Fleet Services	3-48 to 3-52	8,576.7	3,938.0	10,501.9	4,030.3	12,456.7	4,216.0
Transit Services	3-53 to 3-55	525.0	105.0	200.0	53.3	115.0	115.0
Long Term Care and Senior Services	3-56 to 3-69	839.0	756.0	877.8	793.8	918.4	833.4
<b>Total Community Services</b>		10,095.8	4,883.0	11,867.7	5,110.4	14,779.8	5,249.1

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Central Support</b>							
Central Support							
Child Care Equipment and Infrastructure	3-43 to 3-44	7.5	2.5	9.1	4.1	20.7	15.7
Playground Renewal		29.0	29.0	29.0	29.0	19.0	19.0
<b>Total Central Support</b>		<b>36.5</b>	<b>31.5</b>	<b>38.1</b>	<b>33.1</b>	<b>39.7</b>	<b>34.7</b>

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

<b>Project Name :</b>	Child Care Equipment and Infrastructure	<b>Project ID :</b> COM-CEN-0008-CS-P
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-CEN-0008-CS-P
<b>Division :</b>	Central Support	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Central Support	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Asset Maintenance	

**PROJECT DETAILS**

**Project Description and Justification**

Includes projects to maintain the infrastructure, grounds and equipment required in order to facilitate operations of the four Municipal Child Care Centres. These projects are necessary to maintain the functionality and safety levels of existing assets and structures as well as ensuring the adherence to the standards from the Child Care and Early Years Act (2014) and complete recommendations set by the Thunder Bay District Health Unit as a result of their inspections. The 2024 capital project includes a multi-year playground renewal project at the Algoma Child Care Centre.

**Consequences of Not Funding**

Failure to replace and maintain infrastructure, equipment and facilities could result in loss of revenue due to a decline in enrolment, inability to meet legislated license requirements safety requirements and Thunder Bay DSSAB's mandated quality assurance criteria and failure to follow the recommendations set out in the annual playground inspection reports conducted by the Thunder Bay District Health Unit.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
COM-CEN-0008-CS-001 Child Care Equipment and Infrastructure	7,500	9,100	20,700	37,300
COM-CEN-0008-CS-002 Playground Renewal	29,000	29,000	19,000	77,000
<b>Expenditures Total</b>	<b>36,500</b>	<b>38,100</b>	<b>39,700</b>	<b>114,300</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	31,500	33,100	34,700	99,300
Other - Other Revenue	5,000	5,000	5,000	15,000
<b>Financing Total</b>	<b>36,500</b>	<b>38,100</b>	<b>39,700</b>	<b>114,300</b>

**OPERATING EXPANSION**



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

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<b>Project Name :</b>	<b>Child Care Equipment and Infrastructure</b>	
<b>Department :</b>	COM Community Services	<b>Project ID :</b> COM-CEN-0008-CS-P
<b>Division :</b>	Central Support	<b>Parent ID :</b> COM-CEN-0008-CS-P
<b>Divisional Category :</b>	Central Support	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

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<b>OPERATING EXPANSION</b>
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*No Operating Impact*

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Recreation &amp; Culture</b>							
Divisional Development							
Rec Master Plan Recommendation - CGC Recreation Hub	*	0.0	0.0	0.0	0.0	1,200.0	0.0
Rec Facility Upgrades							
Community Centre Sign Replacement	*	0.0	0.0	100.0	100.0	0.0	0.0
Equipment & Infrastructure							
55 Plus Centre Infrastructure and Equipment Renewal	3-46 to 3-47	10.0	10.0	10.0	10.0	10.0	10.0
Aquatics and Wellness Equipment Renewal	3-46 to 3-47	20.0	20.0	20.0	20.0	20.0	20.0
Community Centre Infrastructure and Equipment Replacement	3-46 to 3-47	9.9	9.9	9.9	9.9	10.0	10.0
Public Art - Maintenance and Minor Projects	3-46 to 3-47	10.0	10.0	10.0	10.0	10.0	10.0
FWG Event Curtains	3-46 to 3-47	18.7	2.6	0.0	0.0	0.0	0.0
Event Screen Trailer	*	0.0	0.0	100.0	50.0	0.0	0.0
Thunder Bay Tournament Centre Infrastructure	3-46 to 3-47	50.0	0.0	0.0	0.0	0.0	0.0
<b>Total Recreation &amp; Culture</b>		118.6	52.5	249.9	199.9	1,250.0	50.0

\* No capital projects planned for 2024

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

<b>Project Name :</b>	<b>Equipment &amp; Infrastructure (Ongoing)</b>	<b>Project ID :</b> COM-REC-0034-EI-P
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-REC-0034-EI-P
<b>Division :</b>	Recreation & Culture	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Equipment & Infrastructure	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Asset Maintenance	

**PROJECT DETAILS**

**Project Description and Justification**

This project represents the required investment to maintain recreation equipment and infrastructure. The costs represent the amounts necessary for the recurring purchase, repair, and replacement of infrastructure and equipment. Each of the items purchased through this renewal program takes into consideration the accessibility, energy efficiency, and safety for users. The 2024 capital project included installation event curtains at the Fort William Gardens, annual maintenance and minor acquisitions in the Public Art Collection, and regular planned capital renewal of equipment at recreation facilities.

**Consequences of Not Funding**

Failure to replace the identified infrastructure and equipment items could result in noncompliance with legislative requirements and health and safety standards as well as resulting in increased operating costs, and loss of revenue due to customer dissatisfaction. Not completing these projects will also limit the types of events that the recreational facilities will be able to host.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
COM-REC-0034-EI-001 55 Plus Centre Infrastructure and Equipment	10,000	10,000	10,000	30,000
COM-REC-0034-EI-002 Aquatics and Wellness Equipment Renewal	20,000	20,000	20,000	60,000
COM-REC-0034-EI-004 Community Centre Infrastructure and Equipment	9,900	9,900	10,000	29,800
COM-REC-0034-EI-013 Event Screen Trailer		100,000		100,000
COM-REC-0034-EI-010 FWG Event Curtains	18,700			18,700
COM-REC-0034-EI-008 Public Art - Maintenance and Minor Projects	10,000	10,000	10,000	30,000
COM-REC-0034-EI-014 Thunder Bay Tournament Centre Infrastructure	50,000			50,000
<b>Expenditures Total</b>	<b>118,600</b>	<b>149,900</b>	<b>50,000</b>	<b>318,500</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	52,500	99,900	50,000	202,400
Other - Other Revenue		50,000		50,000

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

<b>Project Name :</b>	<b>Equipment &amp; Infrastructure (Ongoing)</b>	
<b>Department :</b>	COM Community Services	<b>Project ID :</b> COM-REC-0034-EI-P
<b>Division :</b>	Recreation & Culture	<b>Parent ID :</b> COM-REC-0034-EI-P
<b>Divisional Category :</b>	Equipment & Infrastructure	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Financing</b>				
Reserve & Reserve Funds				
	66,100			66,100
<b>Financing Total</b>	<b>118,600</b>	<b>149,900</b>	<b>50,000</b>	<b>318,500</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Facilities &amp; Fleet Services</b>							
<b>Facilities Services</b>							
Arc Flash / Single Line Diagrams	3-49 to 4-50	20.0	20.0	25.0	25.0	25.0	25.0
Major Component Repair	3-49 to 4-50	175.0	175.0	175.0	175.0	175.0	175.0
Energy Efficiency	3-49 to 4-50	10.0	10.0	20.0	20.0	20.0	20.0
Environmental Assessments	3-49 to 4-50	20.0	20.0	40.0	40.0	40.0	40.0
Security Equipment Upgrade and Replacement	3-49 to 4-50	15.0	15.0	20.0	20.0	20.0	20.0
CGC/Aquatics Capital Program	3-49 to 4-50	140.0	140.0	140.0	140.0	140.0	140.0
Arenas Capital Program	3-49 to 4-50	190.0	190.0	200.0	200.0	200.0	200.0
Fleet Expansion	3-49 to 4-50	110.0	110.0	0.0	0.0	0.0	0.0
<b>Total Facilities Services</b>		<b>680.0</b>	<b>680.0</b>	<b>620.0</b>	<b>620.0</b>	<b>620.0</b>	<b>620.0</b>
<b>Fleet Services</b>							
Infrastructure and Operations - Roads and Parks	3-51 to 3-52	3,670.0	3,150.0	2,984.7	2,674.7	4,025.0	3,475.0
General Fleet Replacement and Refurbishing	3-51 to 3-52	108.0	108.0	0.0	0.0	121.0	121.0
Solid Waste Fleet Replacement	3-51 to 3-52	380.7	0.0	140.0	0.0	58.0	0.0
Wastewater Fleet Replacement	3-51 to 3-52	219.4	0.0	121.4	0.0	849.2	0.0
Waterworks Fleet Replacement	3-51 to 3-52	392.0	0.0	731.0	0.0	512.0	0.0
Transit Fleet Replacement	3-51 to 3-52	2,588.6	0.0	5,859.8	735.6	6,261.5	0.0
Parking Authority	*	0.0	0.0	45.0	0.0	10.0	0.0
Infrastructure and Operations - Roads Fleet Expansion	3-51 to 3-52	428.0	0.0	0.0	0.0	0.0	0.0
Facilities - Fleet Expansion	3-51 to 3-52	110.0	0.0	0.0	0.0	0.0	0.0
<b>Total Fleet Services</b>		<b>7,896.7</b>	<b>3,258.0</b>	<b>9,881.9</b>	<b>3,410.3</b>	<b>11,836.7</b>	<b>3,596.0</b>
<b>Total Facilities &amp; Fleet</b>		<b>8,576.7</b>	<b>3,938.0</b>	<b>10,501.9</b>	<b>4,030.3</b>	<b>12,456.7</b>	<b>4,216.0</b>

\* No capital projects planned for 2024

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

<b>Project Name :</b>	Facility Services Capital	<b>Project ID :</b> COM-FFE-0004-FA-P
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-FFE-0004-FA-P
<b>Division :</b>	Facilities & Fleet Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Facilities Services	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Legislated	

**PROJECT DETAILS**

**Project Description and Justification**

This project includes legislative compliance with the Ministry of Health (for aquatics facilities), Ministry of Environment, Ministry of Labour, and the Electrical Safety Authority. This project also includes renewal of security equipment and addresses major emergency facility related equipment failures and replacement not included in operating budgets or the current capital renewal budgets. Lastly, this project includes funding for annual shutdown maintenance in the aquatics facilities.

**Consequences of Not Funding**

Failure to comply may result in possible damage to persons and property along with the potential of legal claims, and fines or orders associated with legislative requirements. Delayed equipment repair will result in operational disruptions and decreased service to the public as well as increased operational costs associated with unplanned breakdowns.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
COM-FFE-0004-FA-001 Arc Flash / Single Line Diagrams	20,000	25,000	25,000	70,000
COM-FFE-0004-FA-002 Major Component Repair	175,000	175,000	175,000	525,000
COM-FFE-0004-FA-003 Energy Efficiency	10,000	20,000	20,000	50,000
COM-FFE-0004-FA-004 Environmental Assessments	20,000	40,000	40,000	100,000
COM-FFE-0004-FA-005 Security Equipment Upgrade and Replacement	15,000	20,000	20,000	55,000
COM-FFE-0004-FA-006 CGC/Aquatics Capital Program	140,000	140,000	140,000	420,000
COM-FFE-0004-FA-007 Arenas Capital Program	190,000	200,000	200,000	590,000
COM-FFE-0004-FA-008 Fleet Expansion	110,000			110,000
<b>Expenditures Total</b>	<b>680,000</b>	<b>620,000</b>	<b>620,000</b>	<b>1,920,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	680,000	620,000	620,000	1,920,000

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

<b>Project Name :</b>	<b>Facility Services Capital</b>	
<b>Department :</b>	COM Community Services	<b>Project ID :</b> COM-FFE-0004-FA-P
<b>Division :</b>	Facilities & Fleet Services	<b>Parent ID :</b> COM-FFE-0004-FA-P
<b>Divisional Category :</b>	Facilities Services	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Legislated	<b>Completion Year :</b> On Going

<b>PROJECT BUDGET</b>
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	2024	2025	2026	Total
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Financing

Financing Total	680,000	620,000	620,000	1,920,000
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<b>OPERATING EXPANSION</b>
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*No Operating Impact*

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

<b>Project Name :</b>	<b>Fleet Replacement</b>	
<b>Department :</b>	COM Community Services	<b>Project ID :</b> COM-FFE-0007-FL-P
<b>Division :</b>	Facilities & Fleet Services	<b>Parent ID :</b> COM-FFE-0007-FL-P
<b>Divisional Category :</b>	Fleet Services	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

This project involves the replacement / refurbishment of existing fleet assets according to the Capital Budget Replacement / Refurbishment Schedule and provides for replacement or refurbishment of these assets within the areas under the jurisdiction of the Fleet Services Section. The replacement / refurbishment program is based on criteria which includes cost analysis (life cycle costing), historical replacement practices and trends, condition assessments (equipment appraisal, repair history and usage), operational needs, reduction of greenhouse gas emissions and technological advancement.

**Consequences of Not Funding**

Increased maintenance costs on outdated equipment, inefficient operations, and reduced efficiency of services to the general public.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
COM-FFE-0007-FL-001 Infrastructure and Operations - Roads and Parks	3,670,000	2,984,712	4,024,995	10,679,707
COM-FFE-0007-FL-002 General Fleet Replacement and Refurbishing	108,000		121,000	229,000
COM-FFE-0007-FL-004 Solid Waste Fleet Replacement	380,700	140,000	58,000	578,700
COM-FFE-0007-FL-005 Wastewater Fleet Replacement	219,400	121,400	849,200	1,190,000
COM-FFE-0007-FL-006 Waterworks Fleet Replacement	392,000	731,000	512,000	1,635,000
COM-FFE-0007-FL-007 Transit Fleet Replacement	2,588,590	5,859,775	6,261,459	14,709,824
COM-FFE-0007-FL-012 Facilities - Fleet Expansion	110,000			110,000
COM-FFE-0007-FL-011 Infrastructure and Operations - Roads Fleet	428,000			428,000
COM-FFE-0007-FL-008 Parking Authority		45,000	10,000	55,000
<b>Expenditures Total</b>	<b>7,896,690</b>	<b>9,881,887</b>	<b>11,836,654</b>	<b>29,615,231</b>
<b>Financing</b>				



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

<b>Project Name :</b>	<b>Fleet Replacement</b>	
<b>Department :</b>	COM Community Services	<b>Project ID :</b> COM-FFE-0007-FL-P
<b>Division :</b>	Facilities & Fleet Services	<b>Parent ID :</b> COM-FFE-0007-FL-P
<b>Divisional Category :</b>	Fleet Services	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> On Going

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Financing</b>				
Tax - Capital Out of Revenue	3,258,000	3,410,355	3,595,995	10,264,350
Subsidy - Federal Grants	1,920,072	4,329,132	4,623,687	10,872,891
Other - Internal Recovery	1,530,100	1,037,400	1,429,200	3,996,700
Reserve & Reserve Funds	1,188,518	1,105,000	2,187,772	4,481,290
Financing Total	7,896,690	9,881,887	11,836,654	29,615,231

**OPERATING EXPANSION**

**No Operating Impact**

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Transit Services</b>							
Conventional Transit							
Back Access to Memorial for Transit	*	0.0	0.0	200.0	53.3	0.0	0.0
Bus Shelter Replacement	*	0.0	0.0	0.0	0.0	45.0	45.0
Accessible Stop Improvements	*	0.0	0.0	0.0	0.0	70.0	70.0
Signalized Priority for Buses	3-54 to 3-55	525.0	105.0	0.0	0.0	0.0	0.0
<b>Total Transit Services</b>		525.0	105.0	200.0	53.3	115.0	115.0

\* No capital projects planned for 2024

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

<b>Project Name :</b>	<b>Transit Intelligent Transportation Technologies and Systems</b>		
<b>Department :</b>	COM Community Services	<b>Project ID :</b>	COM-TRN-0003-CT-P
<b>Division :</b>	Transit Services	<b>Parent ID :</b>	COM-TRN-0003-CT-P
<b>Divisional Category :</b>	Conventional Transit	<b>Requested Year :</b>	2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b>	2024

**PROJECT DETAILS**

**Project Description and Justification**

The Transit Master Plan, Report No. 2012.035 (Transit) was adopted by City Council as a guiding document to be used where feasible in the future planning and delivery of transit services through the annual budget and business planning process. Included are the replacement of existing technology with new and emerging technology, AODA legislated compliance items, and smart card technology for sales of transit passes. The 2024 project includes a signalized traffic priority module. This project has been submitted to the November 2022 intake of the Public Transit Stream of the Investing in Canada Infrastructure Program (ICIP) and is contingent upon project approval..

**Consequences of Not Funding**

The current systems in use are outdated and will not accommodate ridership growth. The outdated systems limit the ability of Transit to provide services to meet the needs of the community and could result in user dissatisfaction. In turn this would negatively impact ridership and revenue. Not funding this project eliminates the City's ability to take advantage of the potential Public Transit ICIP funding.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
COM-TRN-0003-CT-005 Signalized Priority for Buses	525,000			525,000
<b>Expenditures Total</b>	<b>525,000</b>			<b>525,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	105,000			105,000
Subsidy - Federal Grants	384,983			384,983
Reserve & Reserve Funds	35,017			35,017
<b>Financing Total</b>	<b>525,000</b>			<b>525,000</b>

**OPERATING EXPANSION**

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

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<b>Project Name :</b>	<b>Transit Intelligent Transportation Technologies and Systems</b>	
<b>Department :</b>	COM Community Services	<b>Project ID :</b> COM-TRN-0003-CT-P
<b>Division :</b>	Transit Services	<b>Parent ID :</b> COM-TRN-0003-CT-P
<b>Divisional Category :</b>	Conventional Transit	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b> 2024

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<b>OPERATING EXPANSION</b>
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*No Operating Impact*

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Long Term Care and Senior Services</b>							
<b>Environmental</b>							
Pioneer Environmental Equipment Replacement	3-57	20.0	20.0	20.0	20.0	20.0	20.0
Pioneer Facility Renewal	3-58	150.0	150.0	288.3	288.3	408.4	408.4
Pioneer Technology Advancements	3-59	20.0	20.0	35.0	35.0	20.0	20.0
Pioneer Bathing Equipment	3-60	40.0	40.0	40.0	40.0	40.0	40.0
Pioneer Paved Surface Restoration	3-61	74.5	74.5	125.5	125.5	100.0	100.0
Pioneer Outside Buildings	*	0.0	0.0	25.0	25.0	0.0	0.0
Pioneer Building Security Upgrade	3-62	100.0	100.0	0.0	0.0	0.0	0.0
Pioneer Structural Compliance	3-63	100.0	100.0	100.0	100.0	100.0	100.0
IPAC Minor Capital Projects (Grant)	3-64	83.0	0.0	84.0	0.0	85.0	0.0
<b>Nursing</b>							
Pioneer Resident Lifts	3-65	15.0	15.0	15.0	15.0	15.0	15.0
Pioneer Electric Beds	3-66	25.0	25.0	25.0	25.0	50.0	50.0
Pioneer Resident Care Equipment	3-67	30.0	30.0	55.0	55.0	30.0	30.0
<b>Food Service</b>							
Pioneer Kitchen Equipment	3-68	31.5	31.5	65.0	65.0	50.0	50.0
<b>Laundry</b>							
Pioneer Laundry Equipment	3-69	150.0	150.0	0.0	0.0	0.0	0.0
<b>Total Long Term Care and Senior Services</b>		<b>839.0</b>	<b>756.0</b>	<b>877.8</b>	<b>793.8</b>	<b>918.4</b>	<b>833.4</b>

\* No capital projects planned for 2024

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

<b>Project Name :</b>	<b>Pioneer Environmental Equipment Replacement</b>		
<b>Department :</b>	COM Community Services	<b>Project ID :</b>	COM-HOM-0003-EN
<b>Division :</b>	Long Term Care and Senior Services	<b>Parent ID :</b>	COM-HOM-0003-EN
<b>Divisional Category :</b>	Environmental	<b>Requested Year :</b>	2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b>	On Going

**PROJECT DETAILS**

**Project Description and Justification**

Replacement of equipment used for in-house environmental maintenance and cleaning as well as exterior grounds equipment fixtures that are worn and in need of frequent repairs.

**Consequences of Not Funding**

Will have equipment that is unsafe posing risks to employees' health and safety as well as the inability to maintain grounds that are safe and aesthetically pleasing.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	20,000	20,000	20,000	60,000
<b>Financing</b>				
Tax - Capital Out of Revenue	20,000	20,000	20,000	60,000
<b>Financing Total</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>60,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Pioneer Facility Renewal</b>	<b>Project ID :</b> COM-HOM-0005-EN
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-HOM-0005-EN
<b>Division :</b>	Long Term Care and Senior Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Environmental	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Cyclical Asset Replacement	

**PROJECT DETAILS**

**Project Description and Justification**

Pioneer Ridge is now 30 years old . Life cycle repair and replacement of the major building components is required to meet life cycle as well as industry, technological and safety standards and to be energy efficient and/or environmentally sustainable. Priorities for the annual program are based on the components or system's physical condition, time frame within its life cycle, and the priority index assigned to the individual components or systems. Priority projects continue as per the building condition assessment that was conducted in 2023.

**Consequences of Not Funding**

Increased deterioration of the facility, inefficient operations, increased costs to maintain in a good state of repair resulting in higher annual operating costs, and potential health and safety risk to residents.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	150,000	288,300	408,400	846,700
<b>Financing</b>				
Tax - Capital Out of Revenue	150,000	288,300	408,400	846,700
<b>Financing Total</b>	<b>150,000</b>	<b>288,300</b>	<b>408,400</b>	<b>846,700</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Pioneer Technology Advancements</b>	<b>Project ID :</b> COM-HOM-0007-EN
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-HOM-0007-EN
<b>Division :</b>	Long Term Care and Senior Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Environmental	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Cyclical Asset Replacement	

**PROJECT DETAILS**

**Project Description and Justification**

The addition of technological advancements in Pioneer Ridge has increased the Home's ability to improve communication, create efficiencies and reduce costs while meeting Ministry Legislation. Further enhancements are for current electronic financial and health records program and to increase our ability to provide virtual conferences and meetings.

**Consequences of Not Funding**

Technology advancements in health care are pertinent to improved efficiencies, reducing errors, and providing best health care outcomes through documentation & staff communication. Up to date advancements and current technological best practices help to maintain Pioneer Ridge as a desirable employer.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	20,000	35,000	20,000	75,000
<b>Financing</b>				
Tax - Capital Out of Revenue	20,000	35,000	20,000	75,000
<b>Financing Total</b>	<b>20,000</b>	<b>35,000</b>	<b>20,000</b>	<b>75,000</b>

**OPERATING EXPANSION**

*No Operating Impact*



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

<b>Project Name :</b>	<b>Pioneer Bathing Equipment</b>	<b>Project ID :</b> COM-HOM-0011-EN
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-HOM-0011-EN
<b>Division :</b>	Long Term Care and Senior Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Environmental	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Cyclical Asset Replacement	

**PROJECT DETAILS**

**Project Description and Justification**

Pioneer Ridge maintains 12 tubs and 4 showers throughout the building with a life span of approximately 10 to 15 years requiring cyclical replacement. Bathing equipment, inclusive of hydraulic chairs, are highly used to meet resident care needs and the mandatory requirement for a minimum of twice weekly bathing.

**Consequences of Not Funding**

Failure to meet resident bathing needs and compliance with the Ministry of Health and Long Term Care Act, as well as ongoing maintenance costs and equipment failures.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	40,000	40,000	40,000	120,000
<b>Financing</b>				
Tax - Capital Out of Revenue	40,000	40,000	40,000	120,000
<b>Financing Total</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>	<b>120,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Pioneer Paved Surface Restoration</b>	<b>Project ID :</b> COM-HOM-0013-EN
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-HOM-0013-EN
<b>Division :</b>	Long Term Care and Senior Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Environmental	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Health & Safety	

**PROJECT DETAILS**

**Project Description and Justification**

Repairs are required to front and back parking lots, resident pathways, sidewalks and curbs. Present state of these areas pose high risk for trips, falls, and high liability related to potential injury to the customers of Pioneer Ridge. Pioneer Ridge has been gradually trying to resurface high damaged areas in the parking lot and sidewalks due to the high potential for accidents.

**Consequences of Not Funding**

Increased potential for injuries caused by trips and falls. Poor drainage resulting in pooling water.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>74,500</b>	<b>125,500</b>	<b>100,000</b>	<b>300,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	74,500	125,500	100,000	300,000
<b>Financing Total</b>	<b>74,500</b>	<b>125,500</b>	<b>100,000</b>	<b>300,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Pioneer Building Security Upgrade</b>	<b>Project ID :</b> COM-HOM-0015-EN
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-HOM-0015-EN
<b>Division :</b>	Long Term Care and Senior Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Environmental	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Health & Safety	

**PROJECT DETAILS**

**Project Description and Justification**

This project is to update a 20 year old camera video system. The cameras, cabling and digital video recorders have met their useful life and are in need of replacement. The digital video recorders need to be replaced for expansion to add additional cameras to cover high need areas throughout the home and exterior. In addition, the keypads for the fob key system are reaching the end of their useful life and are necessary to open doors.

**Consequences of Not Funding**

By not funding this project, it puts the home at risk of not achieving Ministry regulations for service level standards. Investigations are conducted regularly for staff, insurance claims and for maintaining levels of care. It is used to investigate critical incidents with residents. It is also used to provide a safe, secure environment for residents, staff and visitors. The system would be at risk of failure and compromise the quality of investigations. With the keypad swipe stations, failure would result in eliminating security at doors.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>100,000</b>			<b>100,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	100,000			100,000
<b>Financing Total</b>	<b>100,000</b>			<b>100,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Pioneer Structural Compliance</b>	<b>Project ID :</b> COM-HOM-0019-EN
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-HOM-0019-EN
<b>Division :</b>	Long Term Care and Senior Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Environmental	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Legislated	

**PROJECT DETAILS**

**Project Description and Justification**

Environmental enhancements are needed to continue to meet the requirements of the Ministry of Long Term Care standards and recommendations from the LTC Commissioners report. This project also addresses the recommendations from the Program & Service Review by Grant Thornton addressing the need for environmental changes to support emotional based care. This is year four of a multi-year project to redesign and upgrade all institutionally designed areas throughout the home and create a "Home-like Environment" for our residents.

**Consequences of Not Funding**

Failure to meet resident needs and the Ministry of Long Term Care Act standards. Impedes the Home's ability to meet the needs of the growing number of residents living with dementia and further impacts quality care and opportunities to support the required cultural change.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>300,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	100,000	100,000	100,000	300,000
<b>Financing Total</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>300,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>IPAC Minor Capital Projects (Grant)</b>	<b>Project ID :</b> COM-HOM-0021-EN
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-HOM-0021-EN
<b>Division :</b>	Long Term Care and Senior Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Environmental	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Health & Safety	

**PROJECT DETAILS**

**Project Description and Justification**

Long Term Care (LTC) Homes receive funding from the Ministry of Long-Term Care (MOLTC) to support minor capital improvements directly linked to improved infection prevention and control (IPAC) practices. The funding is intended to help LTC homes make rapid priority physical infrastructure upgrades that will improve IPAC conditions and practices. Projects are 100% funded by this grant and any funding not utilized will be recovered by the MOLTC.

**Consequences of Not Funding**

This project is fully funded by the MOLTC, if funding is not used for IPAC projects the funding is due back to the MOLTC. Without this funding improvements would not be made or would need to be funded by the Municipality.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>83,000</b>	<b>84,000</b>	<b>85,000</b>	<b>252,000</b>
<b>Financing</b>				
Subsidy - Provincial Grants	83,000	84,000	85,000	252,000
<b>Financing Total</b>	<b>83,000</b>	<b>84,000</b>	<b>85,000</b>	<b>252,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Pioneer Resident Lifts</b>	<b>Project ID :</b> COM-HOM-0001-NU
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-HOM-0001-NU
<b>Division :</b>	Long Term Care and Senior Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Nursing	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Health & Safety	

**PROJECT DETAILS**

**Project Description and Justification**

Pioneer Ridge installed tracking and ceiling lifts to assist with resident transfers. Residents being admitted into Long Term Care homes are becoming more complex with greater care needs including impaired mobility . These lifts have become an essential requirement for a large percentage of the population. Statistics have demonstrated large decreases in staff musculoskeletal injuries where these lifts are used. The requested budget is for cyclical replacement of lifts and tracks.

**Consequences of Not Funding**

Unsafe lift and transfer methods. Potential risk to both the staff and residents and potential increase in WSIB costs.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	15,000	15,000	15,000	45,000
<b>Financing</b>				
Tax - Capital Out of Revenue	15,000	15,000	15,000	45,000
<b>Financing Total</b>	15,000	15,000	15,000	45,000

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Pioneer Electric Beds</b>	<b>Project ID :</b> COM-HOM-0002-NU
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-HOM-0002-NU
<b>Division :</b>	Long Term Care and Senior Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Nursing	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Cyclical Asset Replacement	

**PROJECT DETAILS**

**Project Description and Justification**

Hi-Lo electric beds are being purchased for all Long Term Care Facilities in order to reduce resident injuries related to falls and to allow safe height levels for care givers. Life expectancy of these beds with continuous use is approximately 5 years. Ongoing replacement of aging beds is necessary to maintain a safe and secure environment for residents, ensure well-functioning height adjustable beds for staff safety and to reduce injuries related to falls. Requested budget is for cyclical replacement.

**Consequences of Not Funding**

Increased maintenance and repair costs, as well as potential for increased injuries to staff and residents.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>25,000</b>	<b>25,000</b>	<b>50,000</b>	<b>100,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	25,000	25,000	50,000	100,000
<b>Financing Total</b>	<b>25,000</b>	<b>25,000</b>	<b>50,000</b>	<b>100,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Pioneer Resident Care Equipment</b>	<b>Project ID :</b> COM-HOM-0017-NU
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-HOM-0017-NU
<b>Division :</b>	Long Term Care and Senior Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Nursing	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Cyclical Asset Replacement	

**PROJECT DETAILS**

**Project Description and Justification**

Providing clinical and personal care to residents with several complex needs requires adequate and well-functioning medical equipment; therefore, cyclical replacement of this equipment is necessary. Ministry of Long Term Care standards state: "Every licensee of a long-term care home shall ensure that supplies, equipment and devices are readily available at the home to meet the nursing and personal care needs of residents. Where, under the program, staff use any equipment, supplies, devices, assistive aids or positioning aids with respect to a resident, the equipment, supplies, devices or aids are appropriate for the resident based on the resident's condition."

**Consequences of Not Funding**

Failure to meet resident needs and the Ministry of Long Term Care Homes Act (LTCHA) standards.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	30,000	55,000	30,000	115,000
<b>Financing</b>				
Tax - Capital Out of Revenue	30,000	55,000	30,000	115,000
<b>Financing Total</b>	<b>30,000</b>	<b>55,000</b>	<b>30,000</b>	<b>115,000</b>

**OPERATING EXPANSION**

*No Operating Impact*



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

<b>Project Name :</b>	<b>Pioneer Kitchen Equipment</b>	<b>Project ID :</b> COM-HOM-0006-FS
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-HOM-0006-FS
<b>Division :</b>	Long Term Care and Senior Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Food Service	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Cyclical Asset Replacement	

**PROJECT DETAILS**

**Project Description and Justification**

Commercial food services equipment requires cyclical replacement. In 2024, ware washing equipment on the home areas will be reaching the end of their estimated life cycle. Smaller refrigeration equipment will also need to be replaced.

**Consequences of Not Funding**

Increased costs for continuous repairs and upkeep of aging equipment. Insufficient preparation, cooking and cleaning equipment impacts the ability to provide food services to multiple areas and limits the ability to maintain mandated safe food handling practices.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	31,500	65,000	50,000	146,500
<b>Financing</b>				
Tax - Capital Out of Revenue	31,500	65,000	50,000	146,500
<b>Financing Total</b>	<b>31,500</b>	<b>65,000</b>	<b>50,000</b>	<b>146,500</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	Pioneer Laundry Equipment	<b>Project ID :</b> COM-HOM-0010-LD
<b>Department :</b>	COM Community Services	<b>Parent ID :</b> COM-HOM-0010-LD
<b>Division :</b>	Long Term Care and Senior Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Laundry	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Health & Safety	

**PROJECT DETAILS**

**Project Description and Justification**

Laundry equipment in an institutional/industrial setting has a typical lifespan of up to 10 years with proper scheduled preventative maintenance. There are two washing machines rated for 70 pounds of laundry that were replaced in 2021 and 2022. One washing machine, rated for 135 pounds, is original from the construction in 2012. There are two dryers, rated for 75 pounds of laundry, and one rated for 120 pounds of laundry and are all original equipment from 2012. All machines from 2012 have exceeded their expected life span. The 120 pound rated dryer has had numerous repairs performed in 2023. All 3 dryers have been repaired in 2023. Pioneer Ridge handles over 500,000 pounds of laundry per year. In 2024, all four machines will be replaced.

**Consequences of Not Funding**

Every day, Pioneer Ridge launders 150 residents clothing, bed linens, bathing linens, kitchen staff linens, infection control gowns, tablecloths, clothing protectors, mop heads, cleaning cloths and cloths containing bodily waste. Each washing machine averages 6 loads per day. If the 135 pound rated machine, installed in 2012 should fail, the 2 remaining machines would have to wash an average of 10 loads per day (rated for 70 pounds of laundry each) and would not be able to keep up to the daily demand for residents needs for clothing and linens, in addition to washing infection control products. One dryer, rated for 120 pounds, is in dire need of replacement after having several repairs in 2023. All three dryers have exceeded their useful life and it is expected they will incur costly repairs in the short term. Similarly, to the washers, if the 120 pound rated machine fails, the remaining machines will be required to perform 10 cycles per unit per day and will not be able to keep up with the resident demands for clothing and linens, in addition to the homes requirements.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>150,000</b>			<b>150,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	150,000			150,000
<b>Financing Total</b>	<b>150,000</b>			<b>150,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

	Pages	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
		Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
		Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Community Services</b>											
Central Support	3-71	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
Recreation & Culture	3-72	20,250.0	2,050.0	21,850.0	2,550.0	2,540.0	190.0	1,540.0	15,090.0	90.0	40.0
Facilities & Fleet	3-73	8,001.7	5,890.5	5,800.3	7,932.6	4,895.0	6,152.8	5,925.4	12,060.0	7,723.9	6,915.8
Transit Services	3-74	90.0	90.0	90.0	281.3	281.3	281.3	281.3	90.0	60.0	0.0
Long Term Care and Senior Services	3-75	600.0	600.0	600.0	605.0	605.0	605.0	663.0	677.0	565.0	470.0
<b>Total Community Services</b>		<b>28,961.7</b>	<b>8,650.5</b>	<b>28,360.3</b>	<b>11,388.9</b>	<b>8,341.3</b>	<b>7,249.1</b>	<b>8,429.7</b>	<b>27,937.0</b>	<b>8,458.9</b>	<b>7,445.8</b>

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Central Support</b>										
Central Support										
Child Care Equipment and Infrastructure	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0
<b>Total Central Support</b>	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Recreation &amp; Culture</b>										
Divisional Development	20,200.0	2,000.0	21,800.0	2,500.0	2,500.0	150.0	1,500.0	15,000.0	0.0	0.0
Equipment & Infrastructure	50.0	50.0	50.0	50.0	40.0	40.0	40.0	40.0	40.0	40.0
Older Adult Programs & Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	50.0	0.0
<b>Total Recreation &amp; Culture</b>	20,250.0	2,050.0	21,850.0	2,550.0	2,540.0	190.0	1,540.0	15,090.0	90.0	40.0

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Facilities &amp; Fleet</b>										
Facilities Services	620.0	620.0	620.0	620.0	620.0	620.0	620.0	620.0	620.0	620.0
Fleet Services	7,381.7	5,270.5	5,180.3	7,312.6	4,275.0	5,532.8	5,305.4	11,440.0	7,103.9	6,295.8
<b>Total Facilities &amp; Fleet</b>	<b>8,001.7</b>	<b>5,890.5</b>	<b>5,800.3</b>	<b>7,932.6</b>	<b>4,895.0</b>	<b>6,152.8</b>	<b>5,925.4</b>	<b>12,060.0</b>	<b>7,723.9</b>	<b>6,915.8</b>

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Transit Services</b>										
Conventional Transit	90.0	90.0	90.0	281.3	281.3	281.3	281.3	90.0	60.0	0.0
<b>Total Transit Services</b>	90.0	90.0	90.0	281.3	281.3	281.3	281.3	90.0	60.0	0.0

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Long Term Care and Senior Services</b>										
Environmental	505.0	505.0	430.0	385.0	460.0	460.0	555.0	530.0	480.0	380.0
Nursing	70.0	70.0	70.0	170.0	70.0	70.0	70.0	70.0	70.0	70.0
Food Service	25.0	25.0	100.0	50.0	75.0	75.0	38.0	77.0	15.0	20.0
<b>Total Long Term Care and Senior Services</b>	600.0	600.0	600.0	605.0	605.0	605.0	663.0	677.0	565.0	470.0



# CORPORATE SERVICES

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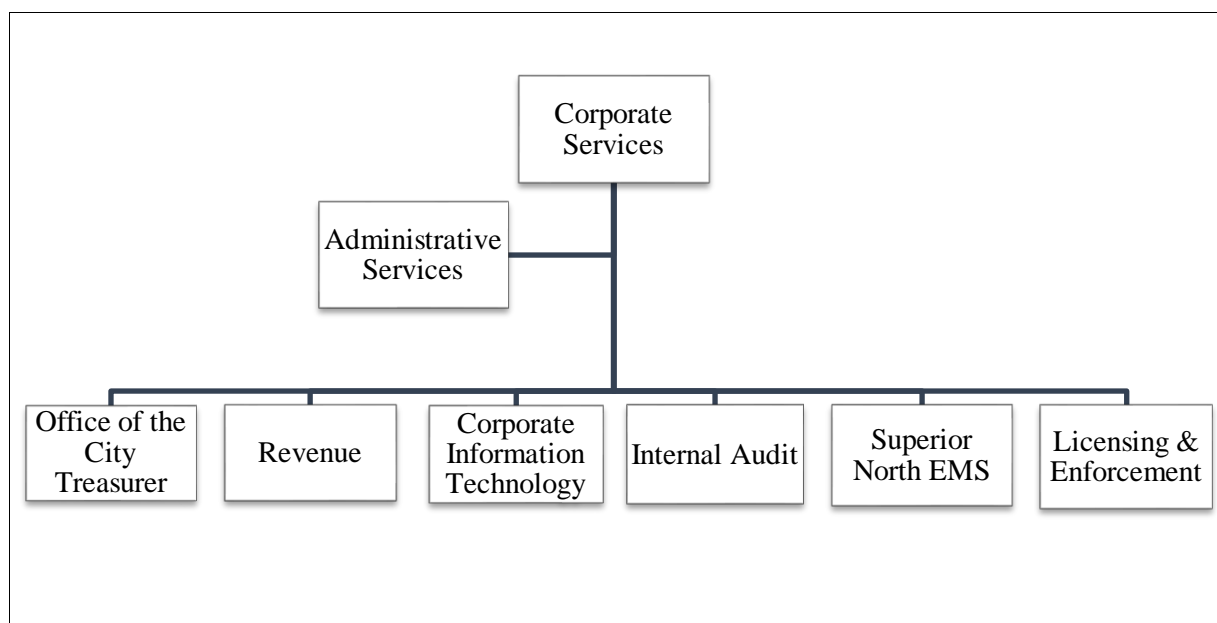
**Capital**

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## CORPORATE SERVICES BUDGET OVERVIEW



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

### Services

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

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

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

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

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

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

### Corporate Services Budget Summary

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

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

### Opportunities, Issues and Strategic Initiatives

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

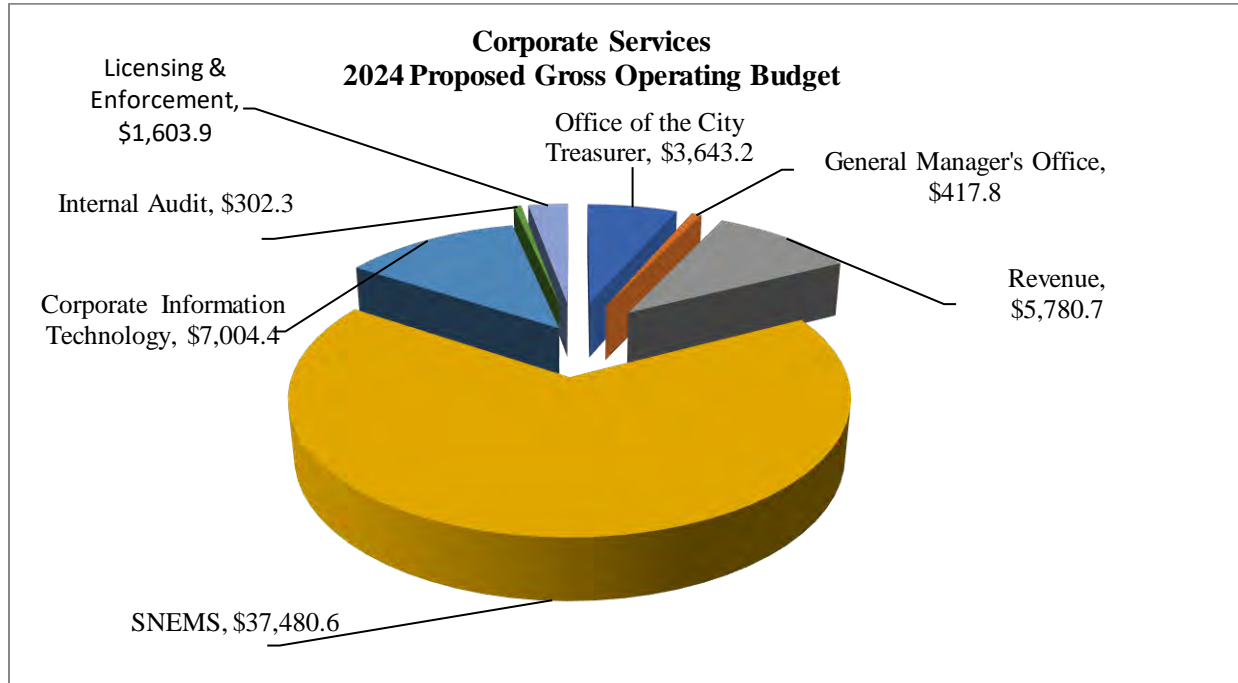
continues to build. To address the changing operating environment in Court Services, 1 FTE expansion is included in the Operating Budget expansions for 2024. Court Services has realized an increase in the number of charges being filed, resulting in increased administration and court operations as well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

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

## Budget Highlights

### Proposed 2024 Gross Operating Budget

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



### 2024 Net Budget Compared to 2023

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

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

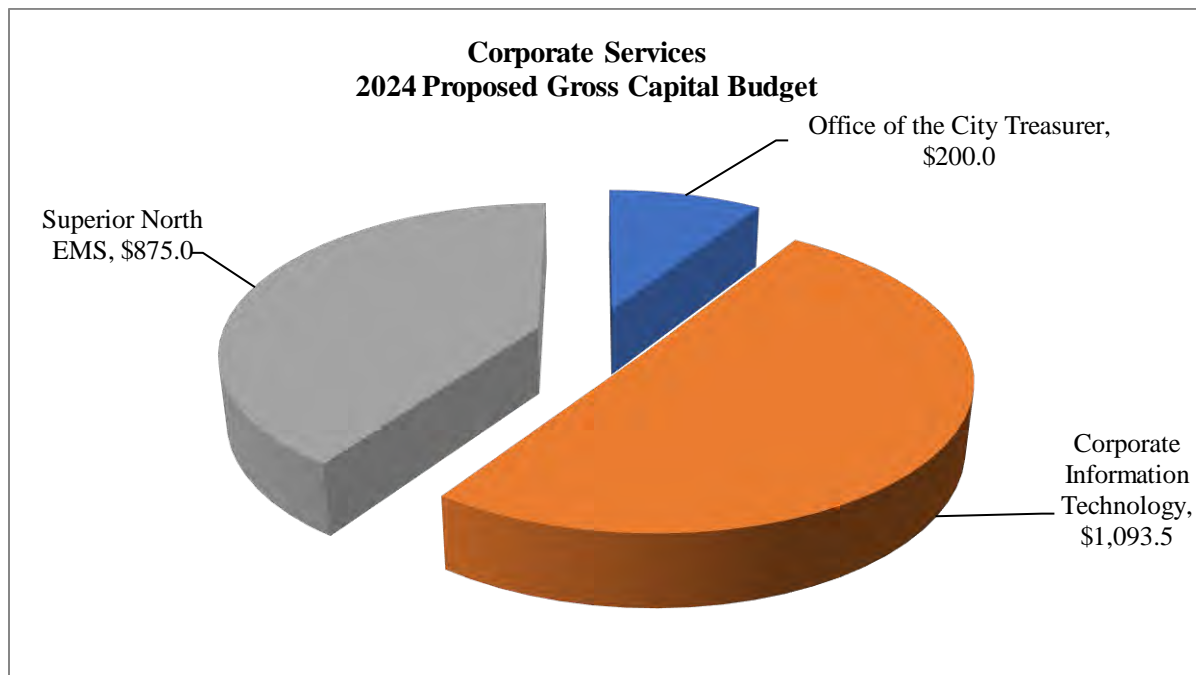
<b>Total Net Budget</b>	<b>\$22,796.6</b>	<b>\$22,462.1</b>	<b>\$334.5</b>	<b>1.5%</b>	
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### Proposed 2024 Capital Budget Highlights

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

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

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





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

**Corporate Services**

**2024 BUDGET**

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

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

General Manager's Office

2024 BUDGET

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

**General Manager's Office**

**EXPANSION**

**GENERAL MANAGER'S OFFICE**

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

**REDEPLOYMENT**

**GENERAL MANAGER'S OFFICE**

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

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

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

Office of the City Treasurer

2024 BUDGET

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

## Office of the City Treasurer

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### REDUCTION

#### SUPPLY MANAGEMENT - COURIER SERVICE

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

#### PRINTING & GRAPHICS

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

### ONE TIME

#### SUPPLY MANAGEMENT - CITY STORES

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

### REDEPLOYMENT

#### OFFICE OF THE CITY TREASURER

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

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

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

Revenue

2024 BUDGET

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

## Revenue

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### ONE TIME

#### PURCHASED SERVICES

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

### REDUCTION

#### FINANCE, CASHIERS & MAIL PROCESSING

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

#### WATER REVENUE

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

#### TAX REVENUE

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

### USER FEES

#### FINANCE, CASHIERS & MAIL PROCESSING

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

#### WATER REVENUE

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

#### TAX REVENUE

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

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

### EXPANSION

#### SALARY-COURT SERVICES

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

Revenue

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



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

Corporate Information Technology

2024 BUDGET

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

## Corporate Information Technology

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### EXPANSIONS

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

Funding for an additional Project & Business Analysts (1 FTE) is included. A recommendation of the Corporate Digital Strategy, this position is required to effectively implement the goals, objectives and work streams outlined in the Strategy. This position will be part of the IT Delivery Team and will be responsible for overseeing and managing various IT projects and initiatives. Key responsibilities for this position include business process analysis, solution requirements & specifications development, preparing business cases, resource management & planning and project management, monitoring & reporting. There will be a gross and net increase of \$107,600 in 2024.

#### PROFESSIONAL FEES

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

#### SOFTWARE RENTAL

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

### ONE TIME

#### SALARY / FRINGE BENEFITS - Temporary SAP Project Coordinator

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

Corporate Information Technology

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

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

Internal Audit

2024 BUDGET

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

**Internal Audit**

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**ONE TIME**

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

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

**REDUCTIONS**

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

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

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

**Superior North EMS**

**2024 BUDGET**

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

## **Superior North EMS**

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### **EXPANSIONS**

#### **PROFESSIONAL STANDARDS COMMANDER**

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

#### **LOGISTICS SUPPORT**

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

### **ONE TIME**

#### **DEPUTY CHIEF**

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

#### **SPECIALIZED TREATMENT AND REFERRAL PROGRAM**

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

### **REDUCTION**

#### **BEARDMORE STATION CLOSURE**

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

Superior North EMS

FTE DECREASE

As per R196\_2023, 2.0 FTEs have been removed (Analyst/Research Coordinator & Superintendent).

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



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

**Licensing & Enforcement**

**2024 BUDGET**

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

Licensing & Enforcement

REDUCTION

LICENSING & ENFORCEMENT

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

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

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

**SCHEDULE D - CORPORATE SERVICES**

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

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

**SCHEDULE D - CORPORATE SERVICES**

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

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

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

\* No capital projects planned for 2024

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

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



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

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

**PROJECT DETAILS**

**Project Description and Justification**

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

**Consequences of Not Funding**

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

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	200,000			200,000
<b>Financing</b>				
Tax - Capital Out of Revenue	200,000			200,000
<b>Financing Total</b>	<b>200,000</b>			<b>200,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

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

\* No capital projects planned for 2024

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

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

**PROJECT DETAILS**

**Project Description and Justification**

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

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

**Consequences of Not Funding**

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

**PROJECT BUDGET**

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

**OPERATING EXPANSION**

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

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

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

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

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

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

**PROJECT DETAILS**

**Project Description and Justification**

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

**Consequences of Not Funding**

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

**PROJECT BUDGET**

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

**OPERATING EXPANSION**

*No Operating Impact*

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

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

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

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

**PROJECT DETAILS**

**Project Description and Justification**

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

**Consequences of Not Funding**

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

**PROJECT BUDGET**

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

**OPERATING EXPANSION**

*No Operating Impact*

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

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

**PROJECT DETAILS**

**Project Description and Justification**

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

**Consequences of Not Funding**

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

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>175,000</b>	<b>213,300</b>		<b>388,300</b>
<b>Financing</b>				
Reserve & Reserve Funds	175,000	213,300		388,300
<b>Financing Total</b>	<b>175,000</b>	<b>213,300</b>		<b>388,300</b>

**OPERATING EXPANSION**

*No Operating Impact*



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

	Pages	2024	2024	2025	2025	2026	2026
		Gross	Net	Gross	Net	Gross	Net
		Expense	From Tax	Expense	From Tax	Expense	From Tax
<b>Licensing &amp; Enforcement</b>							
Licensing & Enforcement							
Enforcement Vehicles	*	0.0	0.0	60.0	60.0	63.0	63.0
<b>Total Licensing &amp; Enforcement</b>		<b>0.0</b>	<b>0.0</b>	<b>60.0</b>	<b>60.0</b>	<b>63.0</b>	<b>63.0</b>

\* No capital projects planned for 2024

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

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

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

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

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

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

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

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

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

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

# **INFRASTRUCTURE, DEVELOPMENT & OPERATIONS**

# **INDEX**

## **INFRASTRUCTURE, DEVELOPMENT & OPERATIONS**

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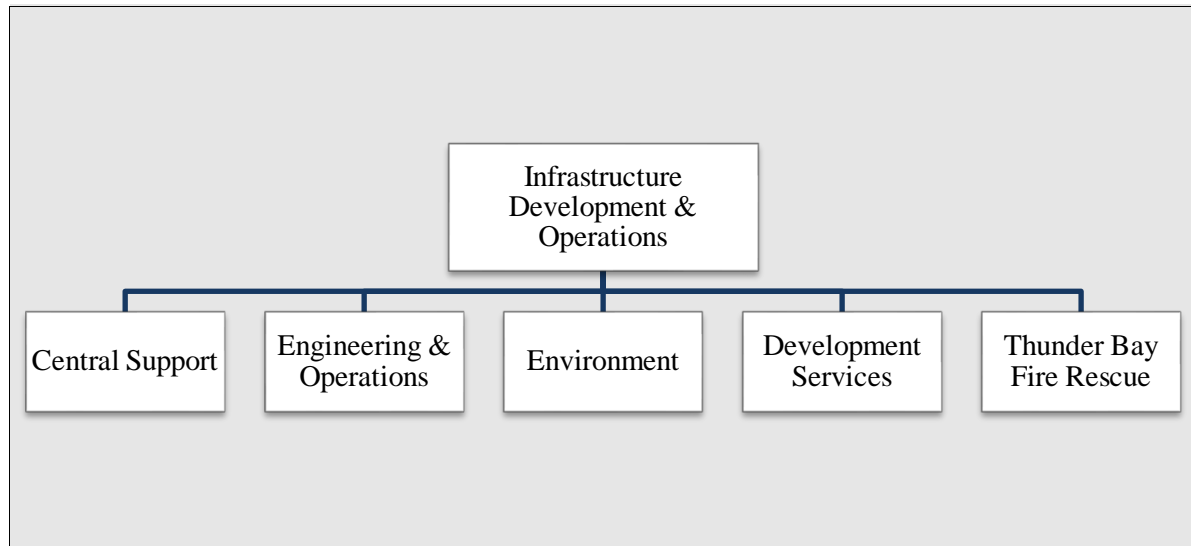


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## INFRASTRUCTURE, DEVELOPMENT & OPERATIONS TAX SUPPORTED BUDGET OVERVIEW



The Infrastructure, Development & Operations Department is comprised of five Divisions: Central Support, Development Services, Engineering & Operations, Environment, and Thunder Bay Fire Rescue. The Department delivers many important and essential services including the planning, operation and maintenance of tax supported assets owned by the City, such as roads, bridges, traffic control and streetlighting, solid waste collection, diversion and recycling services, stormwater infrastructure, corporate facilities, parks and open spaces, cemeteries, urban forestry and horticulture. The Department is also responsible for the long-range planning and development of our community, through the provision of building, planning, and realty services. Additionally, the Department is responsible for the preparation of emergency planning, and fire suppression and prevention services.

### Services

**Central Support** – Responsible for the financial management and budget process for the Department. The team provides payroll services, manages the budget and in-year reporting, oversees the Eye on the Street program, provides School Crossing Guards, manages Concessions at Parks and Arenas, receives over 30,000 calls annually through a 24-hour dispatch service, and monitors, tracks, and reports on our capital programs and grant management. The division continually looks for opportunities to develop revenue opportunities within the department.

**Development Services-** Responsible for providing services related to community development.

- The Building Services section reviews building plans and issues permits, completes building inspections, and enforces the Ontario Building Code.
- The Planning Services section is responsible for land use planning, development of policies, and the preparation and implementation of appropriate land use controls and incentives, in accordance

with the statutory requirements of the *Planning Act*. The section includes the Mapping unit and also provides support to the Committee of Adjustment.

- The Realty Services section is responsible for the strategic management of the City's real estate assets, the development of land where appropriate, rents and leases, and/or otherwise manages properties where sale is not appropriate or possible. The section is also responsible for McKellar Mall and Whalen Building, which are both owned by the City and managed by Realty Services and Facility Services. Tenants in McKellar Mall includes St. Joseph's Care Group, Beendigan, and Lakehead Social Planning Council. Tenants in the Whalen Building include Synergy North, the Chamber of Commerce, and the CEDC/Tourism.

**Engineering & Operations** – Responsible for the long-term planning, design, and construction for departmental assets.

- The Asset Management section is responsible for the development of the next iteration of the Corporate Wide Asset Management Plan to achieve compliance with *O.Reg. 588/17: Asset Management Planning for Municipal Infrastructure* under the *Infrastructure for Jobs and Prosperities Act, 2015*, and incorporates climate change and active transportation considerations into our asset management and infrastructure planning.
- The Capital Facility Construction section is responsible for delivery of capital facility projects, including construction renewal and refurbishment, as well as corporate energy management and fleet electrification.
- The Engineering section performs the survey, design and contract administration for road construction projects, manages the City's traffic control network, and performs annual inspections of bridges and culverts.
- The Parks & Open Spaces section manages and maintains the urban canopy, plans and operates all City Parks including Chippewa, Centennial, Boulevard and Chapples Parks and the Centennial Botanical Conservatory, maintains playfields and winter rinks, operates boater services at Marina Park, cemeteries, and two golf courses.
- The Roads section carries out asphalt patching, crack repairs, and general road maintenance, winter maintenance including plowing and snow removal, sanding, and salting, as well as traffic signal and streetlight maintenance.

**Environment** – Responsible for storm water management and operation of waste collection, waste diversion, and recycling programs.

- The Solid Waste & Recycling Services section is responsible for all aspects of waste management, including waste collection, recycling, waste disposal, management of household hazardous waste, electronic waste, collection and composting of leaf and yard waste, program planning and promotion and education.

**Thunder Bay Fire Rescue (TBFR)**- Responsible for fire suppression, public education, and fire prevention services, including fire investigation and enforcing the Fire Code. TBFR also provides tiered medical response, auto extraction, hazardous materials management, high angle, water, ice, and confined-space rescue. The team also leads the coordination of community emergency planning.

## Infrastructure, Development & Operations Tax Supported Budget Summary

	<b>Proposed 2024 (in \$000s)</b>	<b>2023 (in \$000s)</b>	<b>\$ Change (in \$000s)</b>	<b>% Change</b>
<b>Operating</b>				
Gross	<b>\$73,747.6</b>	\$72,837.4	\$910.2	1.2%
Net	<b>\$74,846.7</b>	\$72,764.6	\$2,082.1	2.9%
<b>Capital</b>				
Gross	<b>\$58,542.3</b>	\$46,325.0	\$12,217.3	26.4%
Net	<b>\$14,720.7</b>	\$15,101.6	(\$380.9)	(2.5%)

<b>Staffing Complement</b>	<b>Proposed 2024 FTE</b>	<b>2023 FTE</b>	<b>Change</b>	<b>% Change</b>
Full Time Equivalents	<b>500.0</b>	501.9	(1.9)	(0.4%)
Part Time Equivalents	<b>75.8</b>	77.9	(2.1)	(2.7%)

## Opportunities, Issues and Strategic Initiatives

- The Department continues to see pressure on both operating and capital budgets. Capital funding for infrastructure is below the established sustainable level of funding as outlined in the Phase One Asset Management Plan. Underfunding infrastructure and not performing the appropriate level of maintenance, repair, and renewal of the assets accelerates deterioration, results in higher maintenance costs, and increased risk and liability to the Corporation. Assets that are not appropriately maintained or operate past their useful life will perform at a lower standard, cost more to operate, and will have a higher risk of failure.
- Development Services is dedicated to executing the Corporate Strategic Plan. Our focus includes enhancing housing availability, driving growth and renewal, and effectively managing expansion. The Division plays a key role in significant corporate initiatives, including the demolition of Victoriaville, the revitalization of the downtown areas, and the development of the waterfront.
- Asset Management continues to work on Phase Two of the Asset Management Plan, which must be completed by July 1, 2024. The Plan will better inform decisions regarding infrastructure investment, how to make best use of limited resources to maintain essential service and improve the overall wellbeing of our community.
- Climate change continues to impact the City's infrastructure and delivery of services. Through planning, adaptation and mitigation measures, the City can reduce risks associated with climate change impacts (such as severe weather events) and capitalize on mitigation opportunities (such as reduced energy costs for energy efficiency).

- Work continues to transition waste diversion programs to the new full producer responsibility legislative framework, including the Blue Box (Blue Bag) Program to meet the City's transition date of July 1, 2024. These changes will impact the City's existing solid waste system.
- Planning work continues on the food and organic waste (Green Bin) program to meet the provincial mandated deadline of 2025. Work continues to move the City's solid waste collection system to automated cart-based collection for both garbage and Green bins to coincide with the roll-out of the Green Bin program in 2025.
- Ongoing changes to regulatory requirements such as environmental assessments, hydro pole attachment permitting, legal costs, excess soil regulation, consolidated linear infrastructure environmental compliance approvals for sanitary and storm systems, and asset management regulations, continue to put pressure on the Department's staff and budgets.
- TBFR will continue to implement mandatory certification training to satisfy *O.Reg. 343/22 Firefighter Certification*.
- Funded through provincial grants, TBFR will continue to build on the development of Urban Search and Rescue and Hazardous Materials response capacity as part of the requirements of Memorandums of Understanding with the Province.
- Work continues on finalizing an updated "Establishing and Regulating By-law" for Council approval.
- A review and update of the City of Thunder Bay Emergency Plan and Program will be conducted in 2024.
- Planning and retrofit work continues to electrify and improve energy efficiency of the Corporation's facilities to meet the Net Zero Strategy target of having all buildings net zero by 2035. Planning for fleet electrification also continues with recommendations and implementation plans to be presented in 2024.
- The Department continues to provide significant support and technical advice for proposed new community facilities.
- Security, safety and hygiene pressures in Parks & Open Spaces, such as tree clearing, vandalism, encampment support, and night security patrols of parks, comes at the cost of resourcing traditional operations and increased contractor costs.
- Introduction of new marina booking, and campground online booking software are recent examples of new technologies implemented for continual service improvement.
- Aging fleet and resultant increased maintenance and breakdowns are impacting service levels and operating costs for all operation sections.
- Parks & Open Spaces continues to fund the Emerald Ash Borer Management Program, diverting funding for the renewal of other Park assets to manage this risk. Program staff are also monitoring other invasive species.
- Cruise ships are scheduled to dock at Pool 6 in 2024 supporting \$3.5 to \$5 million in economic development for the community and will generate revenue to offset some operating costs. Cruise ship booking requests continue to increase annually with 20 berthing's scheduled in 2024 by 5 different ships.
- New infrastructure constructed in 2023 as well as subdivision takeover of Gemstone Stage 5, Parkdale Stage 7, Mount Forest Stage 5A and 6 comes with operating and maintenance

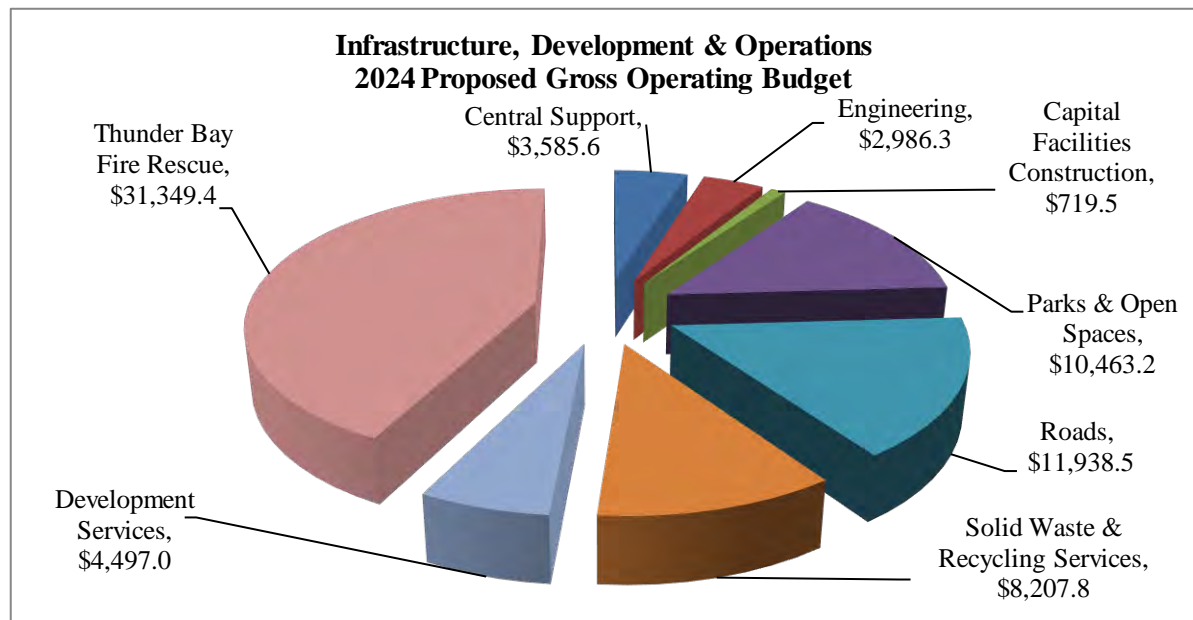
requirements which resulted in recommended expansions in 2024 of materials, purchase services and 1.6 FTE. The following additions to the City’s assets will be fully realized in 2024:

- Traffic signal communication
- Adult fitness centre at Boulevard
- Six new Pedestrian Crossovers
- 3.6 km of new gravel trail
- 3.7 km new paved trail
- 3.4 km of new sidewalk
- Parking lot for mountain bike trail access
- 3.7 km paved road
- 5.9 km new curb and gutter
- 3 Low Impact Development storm water facilities
- 217 new trees
- 94 Streetlights
- 113 new houses for refuse collection
- 3.0 km new bike lanes

## Operating Budget Highlights

### Proposed 2024 Gross Tax Supported Operating Budget

The Department proposes a 2024 Gross Operating Budget of **\$73.7 million** (2023 - \$72.8 million), broken down by Division as follows:



## 2024 Net Budget Compared to 2023

Overall, the Department proposes a Net Budget increase of **\$2,082.1 thousand**, or **2.9%**, primarily due to:

Category	2024 Budget	2023 Budget	\$ Net Budget Impact Increase (Decrease) (in \$000s)	% Increase (Decrease)	Explanation
Gross Expenses	<b>\$73,747.6</b>	\$72,837.4	\$910.2	1.2%	Reductions in FTE relating to the 2023 June Report Service Level. FTE reduction and re-deployments offset by implementation of Green Bin and Blue Box program, inflationary increases for wages and materials including expansions for subdivision takeover, capital construction, locates, Northcore streetscape project, Fire Service Strategic Plan
Revenues	<b>(\$8,618.4)</b>	(\$9,164.5)	\$546.1	(6.0%)	User Fee increases to meet the budget direction. Fee increases mainly in Engineering, Parks, and Thunder Bay Fire Rescue offset by reduction in Provincial Grants to reflect Blue Box transition date July 1, 2024.
Interfunctional Transfers and Transfers to Own	<b>\$9,717.6</b>	\$9,091.7	\$625.9	6.9%	Recoveries from rate supported operations and decreases in insurance. Addressing cost recovery (handling and disposal) of waste brought to the Landfill by the City's waste.

					collection packers. Reduction in Fleet charges related to the allocation of anticipated savings from implementing the anti-idling initiative in 2024.
<b>Total Net Budget</b>	<b>\$74,846.7</b>	<b>\$72,764.6</b>	<b>\$2,082.1</b>	<b>2.9%</b>	

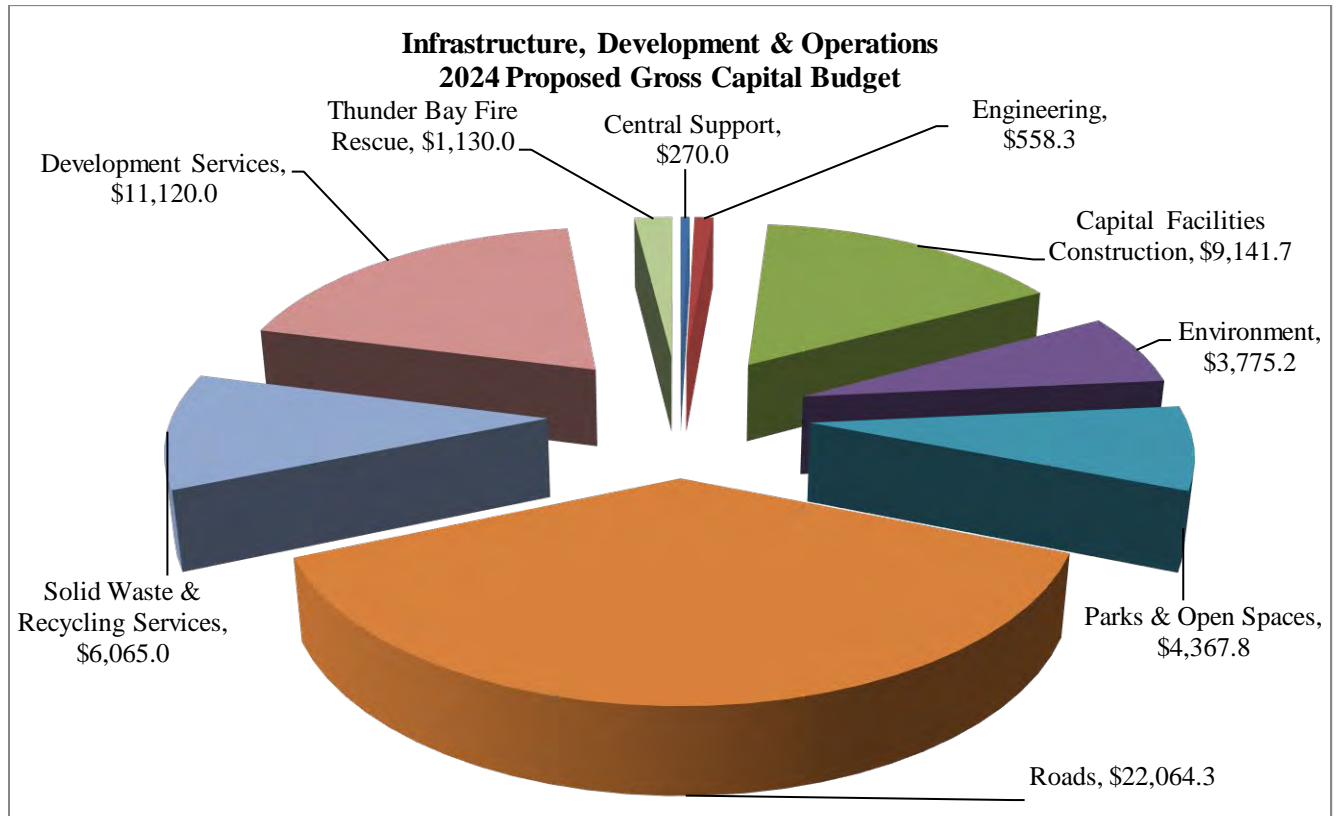
### Proposed 2024 Capital Budget Highlights

The Department proposes a **\$58.5 million gross** (2023 - \$46.3 million) and **\$14.7 million net** (2023 - \$15.1 million) capital budget. Funding from the Canada Community Building Fund (previously Federal Gas Tax program) (\$7.1M), Ontario Community Infrastructure Fund (OCIF) (\$10.0M), Investing in Canada Infrastructure Program (ICIP), Disaster Mitigation and Adaptation Fund, Northern Ontario Resource Development Support Fund (NORDS), Northern Ontario Heritage Fund Corporation (NOHFC) and FedNor grants (\$7.8) support the proposed Capital Budget, including the following key projects:

- Renewal of the Centennial Botanical Conservatory display area
- Pedestrian Bridges including new and rehabilitations
- McKellar Bridge deck replacement
- Pavement rehabilitation of sections of Balmoral Street, Harbour Expressway, Arthur Street and Memorial Avenue
- Victoriaville demolition
- Solid Waste capital allotment for continued planning and development work for required future organics (Green Bin) program and the purchase of carts to support the rollout of automated cart-based collection for garbage and Green Bin waste.
- Traffic signal communication upgrades
- A \$4.4 million gross capital budget to renew Parks & Open Spaces infrastructure. Major initiatives include Prince Arthur's Landing Festival Area, Parking Lots, Playgrounds, trail reconstruction, and continued Emerald Ash Borer response.
- Cyclical replacement of a fire pumper apparatus.



The Departmental proposed 2024 Gross Capital Budget of **\$58.5 million** is broken down by Division as follows:



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

Infrastructure, Development & Operations

2024 BUDGET

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>FINANCIAL RESOURCES</b>															
<b>Infrastructure, Development &amp;</b>															
Personnel Services	501.9	77.9	500.0	75.8	59,785.8	59,081.3	59,476.5	(0.5%)	100.0		(283.7)	326.4	59,619.2	(166.6)	(0.3%)
Purchased Services					5,105.9	5,422.0	5,423.6	6.2%	1,157.0		(935.9)	503.8	6,148.5	1,042.6	20.4%
Rents & Financial Expense					1,131.1	1,009.1	1,138.3	0.6%	47.5		(27.0)		1,158.8	27.7	2.4%
Materials					6,814.6	6,632.3	6,772.4	(0.6%)			(40.0)	88.6	6,821.0	6.4	0.1%
Gross Expenditures	501.9	77.9	500.0	75.8	72,837.4	72,144.7	72,810.8		1,304.5		(1,286.6)	918.8	73,747.5	910.1	1.2%
Provincial Grants					(1,217.0)	(1,464.3)	(1,217.0)		550.0				(667.0)	550.0	(45.2%)
Federal Grants					(323.3)	(323.3)	(300.0)	(7.2%)					(300.0)	23.3	(7.2%)
Other Municipalities					(80.0)	(80.0)	(80.0)						(80.0)		
User Fees & Service Charges					(4,103.8)	(3,863.6)	(4,126.3)	0.5%		(144.3)			(4,270.6)	(166.8)	4.1%
Licences, Permits					(1,454.2)	(2,107.6)	(1,260.6)	(13.3%)					(1,260.6)	193.6	(13.3%)
Rents and Concessions					(1,879.0)	(1,905.7)	(1,932.5)	2.8%		(0.5)			(1,933.0)	(54.0)	2.9%
Investment Income					(33.6)	(28.6)	(33.6)						(33.6)		
Donations					(2.5)	(2.5)	(2.5)						(2.5)		
Sale of Publications, Equip					(3.2)	(3.2)	(3.2)						(3.2)		
Other Revenues					(67.9)	(50.1)	(67.9)						(67.9)		
Revenues					(9,164.5)	(9,828.9)	(9,023.6)	(1.5%)	550.0	(144.8)			(8,618.4)	546.1	(6.0%)
Subtotal	<b>501.9</b>	<b>77.9</b>	<b>500.0</b>	<b>75.8</b>	<b>63,672.9</b>	<b>62,315.8</b>	<b>63,787.2</b>	<b>0.2%</b>	<b>1,854.5</b>	<b>(144.8)</b>	<b>(1,286.6)</b>	<b>918.8</b>	<b>65,129.1</b>	<b>1,456.2</b>	<b>2.3%</b>
Interfunctional Transfers					8,757.9	9,002.2	8,778.0	0.2%	715.4		(85.5)		9,407.9	650.0	7.4%
Transfers to Own Funds					333.8	630.6	410.1	22.9%	(100.4)				309.7	(24.1)	(7.2%)
<b>Net Cost (Income)</b>	<b>501.9</b>	<b>77.9</b>	<b>500.0</b>	<b>75.8</b>	<b>72,764.6</b>	<b>71,948.6</b>	<b>72,975.3</b>	<b>0.3%</b>	<b>2,469.5</b>	<b>(144.8)</b>	<b>(1,372.1)</b>	<b>918.8</b>	<b>74,846.7</b>	<b>2,082.1</b>	<b>2.9%</b>

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

**Central Support**

**2024 BUDGET**

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>FINANCIAL RESOURCES</b>															
<b>Infrastructure, Development &amp; Operations</b>															
Personnel Services	29.6	21.0	29.6	19.8	2,999.7	2,949.7	3,038.6	1.3%			(55.8)		2,982.8	(16.9)	(0.6%)
Purchased Services					64.1	64.1	63.0	(1.7%)					63.0	(1.1)	(1.7%)
Rents & Financial Expense					114.9	114.9	115.1	0.2%					115.1	0.2	0.2%
Materials					424.9	379.9	424.7						424.7	(0.2)	0.0%
Gross Expenditures	29.6	21.0	29.6	19.8	3,603.6	3,508.6	3,641.4	1.0%			(55.8)		3,585.6	(18.0)	(0.5%)
User Fees & Service Charges					(481.5)	(434.4)	(596.1)	23.8%					(596.1)	(114.6)	23.8%
Rents and Concessions															
Other Revenues					(2.9)		(2.9)						(2.9)		
Revenues					(484.4)	(434.4)	(599.0)	23.7%					(599.0)	(114.6)	23.7%
<b>Subtotal</b>	<b>29.6</b>	<b>21.0</b>	<b>29.6</b>	<b>19.8</b>	<b>3,119.2</b>	<b>3,074.2</b>	<b>3,042.4</b>	<b>(2.5%)</b>			<b>(55.8)</b>		<b>2,986.6</b>	<b>(132.6)</b>	<b>(4.3%)</b>
Interfunctional Transfers					(1,294.1)	(1,309.0)	(1,380.8)	6.7%					(1,380.8)	(86.7)	6.7%
Transfers to Own Funds															
<b>Net Cost (Income)</b>	<b>29.6</b>	<b>21.0</b>	<b>29.6</b>	<b>19.8</b>	<b>1,825.1</b>	<b>1,765.2</b>	<b>1,661.6</b>	<b>(9.0%)</b>			<b>(55.8)</b>		<b>1,605.8</b>	<b>(219.3)</b>	<b>(12.0%)</b>

Central Support

REDUCTION

Elimination of 0.1 FTE After Hours Dispatch (temporary payroll clerk), 0.2 FTE Administrative Clerk, and 0.9 FTE Accounting and Administration Clerk totaling a reduction of 1.2 temporary Admin relief positions as per R196-2023. Gross and net budget impact of \$55,800.

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Total Central Support		(1.2)			(55.8)	(55.8)				

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

Engineering & Operations

2024 BUDGET

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>FINANCIAL RESOURCES</b>															
<b>Infrastructure, Development &amp; Operations</b>															
Personnel Services	40.0	5.7	39.0	5.7	3,609.1	3,609.1	3,499.7	(3.0%)					3,499.7	(109.4)	(3.0%)
Purchased Services					10.5	41.7	9.0	(14.3%)					9.0	(1.5)	(14.3%)
Rents & Financial Expense					28.1	45.3	28.1						28.1		0.0%
Materials					186.9	182.5	169.0	(9.6%)					169.0	(17.9)	(9.6%)
Gross Expenditures	40.0	5.7	39.0	5.7	3,834.6	3,878.6	3,705.8	(3.4%)					3,705.8	(128.8)	(3.4%)
Provincial Grants						(57.3)									
User Fees & Service Charges					(56.2)	(42.9)	(48.7)	(13.3%)		(32.0)			(80.7)	(24.5)	43.6%
Revenues					(56.2)	(100.2)	(48.7)	(13.3%)		(32.0)			(80.7)	(24.5)	43.6%
Subtotal	<b>40.0</b>	<b>5.7</b>	<b>39.0</b>	<b>5.7</b>	<b>3,778.4</b>	<b>3,778.4</b>	<b>3,657.1</b>	<b>(3.2%)</b>		<b>(32.0)</b>			<b>3,625.1</b>	<b>(153.3)</b>	<b>(4.1%)</b>
Interfunctional Transfers					(981.2)	(1,019.0)	(1,038.0)	5.8%			(4.0)		(1,042.0)	(60.8)	6.2%
Transfers to Own Funds															
<b>Net Cost (Income)</b>	<b>40.0</b>	<b>5.7</b>	<b>39.0</b>	<b>5.7</b>	<b>2,797.2</b>	<b>2,759.4</b>	<b>2,619.1</b>	<b>(6.4%)</b>		<b>(32.0)</b>	<b>(4.0)</b>		<b>2,583.1</b>	<b>(214.1)</b>	<b>(7.7%)</b>

Engineering & Operations

USER FEES

A 5% User fees increase in Engineering Administration for Driveway permits results in Net budget impact of (\$150).

User Fee increase for driveway permits from \$31.50 to \$50.00 to meet the 2024 Service level reduction to help meet Council budget direction of 5.5% results in a Net budget impact of (\$1,850).

A new User Fee to install driveway culverts on new builds to meet the 2024 Service level reduction to help meet Council budget direction of 5.5% results in a Net budget impact of (\$30,000).

REDEPLOYMENT

Redeployment of the Sustainability Coordinator (1.0) FTE to Strategic Initiatives & Engagement due to Corporate re-organization. Gross and net budget impact \$0.

REDUCTION

Reduction in interfunctional Fleet charges related to the allocation of anticipated savings from implementing the anti-idling initiative in 2024. Net budget impact of (\$4,000).

	Net Change FT FTE	Net Change PT FTE	One Time Gross	One Time Net	Reduction Gross	Reduction Net	User Fees Gross	User Fees Net	Expansions Gross	Expansions Net
Total Engineering & Operations	(1.0)					(4.0)		(32.0)		

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

**Roads** **2024 BUDGET**

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Infrastructure, Development &amp; Operations</b>															
Personnel Services	81.0	8.3	80.5	8.0	7,177.2	7,147.2	7,196.0	0.3%			(158.3)	51.4	7,089.1	(88.1)	(1.2%)
Purchased Services					228.1	437.1	437.3	91.7%			(15.9)	188.6	610.0	381.9	167.4%
Rents & Financial Expense					497.2	497.2	497.2						497.2		0.0%
Materials					3,788.8	3,699.8	3,778.6	(0.3%)			(40.0)	3.6	3,742.2	(46.6)	(1.2%)
Gross Expenditures	81.0	8.3	80.5	8.0	11,691.3	11,781.3	11,909.1	1.9%			(214.2)	243.6	11,938.5	247.2	2.1%
Other Revenues					(50.0)	(50.0)	(50.0)						(50.0)		
Revenues					(50.0)	(50.0)	(50.0)						(50.0)		0.0%
Subtotal	<b>81.0</b>	<b>8.3</b>	<b>80.5</b>	<b>8.0</b>	<b>11,641.3</b>	<b>11,731.3</b>	<b>11,859.1</b>	<b>1.9%</b>			<b>(214.2)</b>	<b>243.6</b>	<b>11,888.5</b>	<b>247.2</b>	<b>2.1%</b>
Interfunctional Transfers					5,001.4	5,433.8	5,054.3	1.1%			(26.1)		5,028.2	26.8	0.5%
Transfers to Own Funds															
<b>Net Cost (Income)</b>	<b>81.0</b>	<b>8.3</b>	<b>80.5</b>	<b>8.0</b>	<b>16,642.7</b>	<b>17,165.1</b>	<b>16,913.4</b>	<b>1.6%</b>			<b>(240.3)</b>	<b>243.6</b>	<b>16,916.7</b>	<b>274.0</b>	<b>1.6%</b>

## Roads

### **EXPANSION**

Completion of 2022 and 2023 capital construction projects and Sub-division takeover of Gemstone, Parkdale Stage 7 and Mount Forest Stage 5A & 6 requires an expansion of 0.2 Part Time FTE or \$14,700, material increases \$3,600 and \$138,600 purchase services to ensure resources are available to maintain traffic light communication, 3 new low impact developments, 6 new pedestrian crossovers, 3.7 km new paved trail, 3.7 km new curbing, 3.7 km new pavement and 2.1 km of new sidewalk. Resulting in a gross and net budget impact of \$156,900.

Expansions relating to the Red River Road Reconstruction project in the Memo dated January 16, 2023 results in an FTE increase of 0.5 Full Time or \$36,700 in order to dedicate staff to plowing and removing snow in the downtown core and still maintain our existing timelines for plowing operations and an expansion in purchase service of \$50,000 for contracted pressure washing of the street and sidewalk. Gross and net budget impact of \$86,700.

### **REDUCTION**

Reduction in Traffic Control & Streetlighting (1.0) Full Time FTE relating to the 2023 June Report Service Level/FTE reduction. Gross and net budget impact of (\$95,300).

Reduction in Downtown Litter debris pick-up results in (0.5) Part Time FTE relating to the 2023 June Report Service level/FTE. Gross and net budget impact of (\$63,000).

Reduction in Roadside mowing results in a decrease in purchase service relating to the 2023 June Report Service level/FTE. Gross and net budget impact of (\$15,900).

Reduction in Sidewalk replacement to use asphalt instead of concrete for repairs (similar to curb and gutter) related to the 2024 Service level reductions to help meet Council's budget direction of 5.5%. Gross and net budget impact of (\$40,000).

Reduction in Interfunctional Fleet charges related to the allocation of anticipated savings from implementing the anti-idling initiative in 2024 results in a net budget impact of (\$26,100).

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
<b>Total Roads</b>	(0.5)	(0.3)			(214.2)	(240.3)			243.6	243.6



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

**Parks & Open Spaces**

**2024 BUDGET**

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Infrastructure, Development &amp; Operations</b>															
Personnel Services	77.9	34.0	78.9	33.1	8,152.4	8,112.4	8,185.8	0.4%			(27.2)	40.0	8,198.6	46.2	0.6%
Purchased Services					611.9	686.5	611.9					35.2	647.1	35.2	5.8%
Rents & Financial Expense					324.9	324.9	324.9				(27.0)		297.9	(27.0)	(8.3%)
Materials					1,310.4	1,300.8	1,309.6	(0.1%)				10.0	1,319.6	9.2	0.7%
Gross Expenditures	77.9	34.0	78.9	33.1	10,399.6	10,424.6	10,432.2	0.3%			(54.2)	85.2	10,463.2	63.6	0.6%
Federal Grants															
User Fees & Service Charges					(2,565.2)	(2,733.5)	(2,595.2)	1.2%		(107.1)			(2,702.3)	(137.1)	5.3%
Licences, Permits					(0.2)	(0.2)	(0.2)						(0.2)		
Rents and Concessions					(259.4)	(286.1)	(259.4)			(0.5)			(259.9)	(0.5)	0.2%
Investment Income					(33.6)	(28.6)	(33.6)						(33.6)		
Donations					(2.5)	(2.5)	(2.5)						(2.5)		
Other Revenues					(15.0)		(15.0)						(15.0)		
Revenues					(2,875.9)	(3,050.9)	(2,905.9)	1.0%		(107.6)			(3,013.5)	(137.6)	4.8%
Subtotal	77.9	34.0	78.9	33.1	7,523.7	7,373.7	7,526.3	0.0%		(107.6)	(54.2)	85.2	7,449.7	(74.0)	(1.0%)
Interfunctional Transfers					1,993.4	2,009.7	2,029.2	1.8%			(28.9)		2,000.3	6.9	0.3%
Transfers to Own Funds															
<b>Net Cost (Income)</b>	<b>77.9</b>	<b>34.0</b>	<b>78.9</b>	<b>33.1</b>	<b>9,517.1</b>	<b>9,383.4</b>	<b>9,555.5</b>	<b>0.4%</b>		<b>(107.6)</b>	<b>(83.1)</b>	<b>85.2</b>	<b>9,450.0</b>	<b>(67.1)</b>	<b>(0.7%)</b>

## **Parks & Open Spaces**

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### **USER FEES**

User fees for Parks (cabin rentals, Pool 6, campgrounds and Cemetery) have been increased. These changes are required to recognize ongoing increases in the cost to deliver programs and services. Rates may vary between services based on competitive pressures, but an average increase of 5% has been targeted for most programs. Net budget impact of (\$25,100).

An increase to House League fees (\$24,000), Picnic table delivery for all users (\$15,000) and a new user fee for barricade delivery (\$5,000) relating to the 2023 June Report Service Level/FTE reductions. Net budget impact of (\$44,000).

User Fees for Golf Memberships. Net budget impact of (\$38,500).

### **EXPANSION**

Completion of 2022 and 2023 capital construction projects of new adult fitness equipment at Boulevard Lake, 3.6 km of new gravel trail construction, one parking lot, Campground Software and Gemstone, Parkdale Stage 7, Mount Forest Stage 5A & 6 sub-division takeover requires an expansion in 0.1 Part Time FTE or \$3,800 and \$20,200 purchase service to ensure resources are available to maintain this new infrastructure. Resulting in a gross and net budget impact of \$24,000.

Expansions relating to the Red River Road Reconstruction project in the Memo dated January 16, 2023 results in an FTE increase of 1.0 Full Time and decrease of (0.5) Part Time FTE or \$36,200 in order to dedicate staff to take care of over 40 planters constructed on Red River Road which will be planted with trees, shrubs, perennial grasses and flowers. Some of these plants will be grown in the City's Conservatory greenhouses. These planters will require regular watering, mulching and weeding which is completed by Parks Horticultural staff. Gross and net budget impact of \$36,200.

Corporate Report 157-2023 authorized an expansion in operating to support working with Community Partners on a human rights-based approach to unsheltered homelessness. Expansion in operating to support increases for contracted and grounds maintenance due to impacts from encampment clean-up. Resulting in a gross and net budget impact of \$25,000.

### **REDUCTION**

Reduction of (0.5) Part Time FTE for discontinuing maintenance on 13 Parkettes relating to the 2023 June Report Service Level/FTE reductions. Gross and net budget impact of (\$27,200).

Reduction in Interdepartmental Fleet related to the allocation of anticipated savings from implementing the anti-idling initiative in 2024 results in a net budget impact of (\$28,900)

As approved by council Report 196-2023. Reduction of Credit card fees associated with payments using credit cards. Gross and net budget impact of (\$27,000).

Parks & Open Spaces

	Net Change FT FTE	Net Change PT FTE	One Time Gross	One Time Net	Reduction Gross	Reduction Net	User Fees Gross	User Fees Net	Expansions Gross	Expansions Net
Total Parks & Open Spaces	1.0	(0.9)			(54.2)	(83.1)		(107.6)	85.2	85.2

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

**Solid Waste & Diversion**

**2024 BUDGET**

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Infrastructure, Development &amp; Operations</b>															
Personnel Services	27.0	8.8	29.0	9.0	3,009.4	3,009.4	3,030.9	0.7%				234.8	3,265.7	256.3	8.5%
Purchased Services					4,113.3	4,113.3	4,164.4	1.2%	1,157.0		(920.0)	280.0	4,681.4	568.1	13.8%
Rents & Financial Expense															0.0%
Materials					186.9	176.9	185.7	(0.6%)				75.0	260.7	73.8	39.5%
Gross Expenditures	27.0	8.8	29.0	9.0	7,309.6	7,299.6	7,381.0	1.0%	1,157.0		(920.0)	589.8	8,207.8	898.2	12.3%
Provincial Grants					(1,217.0)	(1,407.0)	(1,217.0)		550.0				(667.0)	550.0	(45.2%)
User Fees & Service Charges					(311.5)	(156.5)	(224.8)	(27.8%)		(5.2)			(230.0)	81.5	(26.2%)
Revenues					(1,528.5)	(1,563.5)	(1,441.8)	(5.7%)	550.0	(5.2)			(897.0)	631.5	(41.3%)
Subtotal	27.0	8.8	29.0	9.0	5,781.1	5,736.1	5,939.2	2.7%	1,707.0	(5.2)	(920.0)	589.8	7,310.8	1,529.7	26.5%
Interfunctional Transfers					1,032.6	1,212.5	1,016.0	(1.6%)	750.0		(4.0)		1,762.0	729.4	70.6%
Transfers to Own Funds															
<b>Net Cost (Income)</b>	<b>27.0</b>	<b>8.8</b>	<b>29.0</b>	<b>9.0</b>	<b>6,813.7</b>	<b>6,948.6</b>	<b>6,955.2</b>	<b>2.1%</b>	<b>2,457.0</b>	<b>(5.2)</b>	<b>(924.0)</b>	<b>589.8</b>	<b>9,072.8</b>	<b>2,259.1</b>	<b>33.2%</b>

## **Solid Waste & Diversion**

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### **EXPANSION**

#### **SOLID WASTE COLLECTION**

Completion of 2022 and 2023 capital construction projects and Sub-division takeover of Gemstone, Parkdale Stage 7 and Mount Forest Stage 5A & 6 requires an expansion of 0.2 Part Time FTE for 113 households. Resulting in a gross and net budget impact of \$14,500.

#### **ORGANICS (GREEN BIN) PROGRAM**

Expansion of 2 full time employee and remainder of wages deferred from 2023 budget year \$34,200 due to late start as approved in Corporate Report R24/2022 to support implementation of the Provincially mandated Food and Organic Waste (Green Bin) Program. Gross and net budget impact of \$220,300.

Expansion of curbside leaf and yard waste program to four (4) collection events annually to support Food and Organic Waste (Green Bin) Program mandated diversion target. The full amount for the staff will be required in 2024 and beyond. Gross and net budget impact of \$170,000.

Expansion for Green Bin Driver Training, Truck & Cart Route, Advertising and maintenance software. Gross and Net budget impact of \$185,000.

### **USER FEES**

An increase in user fees from \$21.50 to \$22.50 is required for multi-residential and commercial customers. Net budget impact of \$5,200.

### **ONE TIME**

Implementation of Food and Organic Waste (Green Bin) Program includes a GFL contract termination fee and reduction in Provincial Grant MOE funding to reflect Blue Box transition date of July 1, 2024. Gross budget impact \$1,157,000 and net budget impact \$1,707,000.

Per the updated Landfill Solid Waste Financial Plan addressing a cost recovery (handling and disposal) of waste brought to the Landfill by the City's waste collection packers. Net budget impact of \$750,000.

### **REDUCTION**

As approved by Council in Report R196-2023, the Large Waste / Debris Pickup Program will be eliminated in 2024. Gross and Net Budget impact of (\$20,000).

Anticipated savings from the transition to 100% Producer Responsibility Funded Blue Box Program. Gross and net budget impact (\$900,000).

Interdepartmental Fleet charges reduction related to the allocation of anticipated savings from implementing the anti-idling initiative in 2024. Net budget impact (\$4,000).

**Solid Waste & Diversion**

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
<b>Total Solid Waste &amp; Diversion</b>	2.0	0.2	1,157.0	2,457.0	(920.0)	(924.0)		(5.2)	589.8	589.8

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

**Development Services**

**2024 BUDGET**

	2023 FT	2023 PT	2024 FT	2024 PT	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>FINANCIAL RESOURCES</b>															
<b>Infrastructure, Development &amp; Operations</b>															
Personnel Services	44.5		41.0		4,307.7	4,042.8	4,122.3	(4.3%)				(42.4)	4,079.9	(227.8)	(5.3%)
Purchased Services						1.1									0.0%
Rents & Financial Expense					166.0	26.7	173.0	4.2%	47.5				220.5	54.5	32.8%
Materials					195.6	184.9	196.6	0.5%					196.6	1.0	0.5%
Gross Expenditures	44.5		41.0		4,669.3	4,255.5	4,491.9	(3.8%)	47.5			(42.4)	4,497.0	(172.3)	(3.7%)
Federal Grants					(23.3)	(23.3)		(100.0%)						23.3	(100.0%)
User Fees & Service Charges					(392.4)	(201.4)	(331.5)	(15.5%)					(331.5)	60.9	(15.5%)
Licences, Permits					(1,454.0)	(2,107.4)	(1,260.4)	(13.3%)					(1,260.4)	193.6	(13.3%)
Rents and Concessions					(1,619.6)	(1,619.6)	(1,673.1)	3.3%					(1,673.1)	(53.5)	3.3%
Sale of Publications, Equip					(3.2)	(3.2)	(3.2)						(3.2)		
Other Revenues						(0.1)									
Revenues					(3,492.5)	(3,955.0)	(3,268.2)	(6.4%)					(3,268.2)	224.3	(6.4%)
Subtotal	<b>44.5</b>		<b>41.0</b>		<b>1,176.8</b>	<b>300.5</b>	<b>1,223.7</b>	<b>4.0%</b>	<b>47.5</b>			<b>(42.4)</b>	<b>1,228.8</b>	<b>52.0</b>	<b>4.4%</b>
Interfunctional Transfers					1,041.2	927.3	1,056.0	1.4%	(34.6)			(22.6)	998.8	(42.4)	(4.1%)
Transfers to Own Funds					273.8	600.6	350.1	27.9%	(100.4)				249.7	(24.1)	(8.8%)
<b>Net Cost (Income)</b>	<b>44.5</b>		<b>41.0</b>		<b>2,491.8</b>	<b>1,828.4</b>	<b>2,629.8</b>	<b>5.5%</b>	<b>(87.5)</b>			<b>(65.0)</b>	<b>2,477.3</b>	<b>(14.5)</b>	<b>(0.6%)</b>

## **Development Services**

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### **REDUCTION**

#### **DEVELOPMENT SERVICES**

As approved by Council in Report R196-2023, elimination of Junior Development Services (1.0 FTE). Gross and net reduction of \$42,400.

Interdepartmental facilities charges reduction related to the decrease in maintenance & inspection costs for the Whalen Building and a decrease in operating costs for Jumbo Community Centre as a result of the change in 2023, to eliminate the operating cost impact for this facility by leasing the facility in 2024 onward. Net budget reduction of \$22,600.

### **ONE-TIME**

#### **BUILDING SERVICES**

While undertaking a financial plan for the Building Services Section, a one-time transfer from the building permit reserve to finance Building Services operational shortfall. Net budget reduction of \$135,000.

#### **PLANNING**

Removal of prior year one-time Archeological Intern (0.7 FTE).

#### **MCKELLAR MALL**

One-time increase to the repayment on the principle of the internal debenture. Gross and net budget impact of \$47,500.

### **REDEPLOYMENT**

The following redeployments have occurred due as a result of the approved Corporate restructure:

0.9 FTE General Manager – Development Services to Corporate Services

1 FTE Communications Officer from Development Services to Strategic Initiatives & Engagement

0.1 FTE of Supervisor – Support Services redeployed from SNEMS to Development Services



Development Services

	Net Change FT FTE	Net Change PT FTE	One Time Gross	One Time Net	Reduction Gross	Reduction Net	User Fees Gross	User Fees Net	Expansions Gross	Expansions Net
Total Development Services	(3.5)		47.5	(87.5)	(42.4)	(65.0)				

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

**Thunder Bay Fire Rescue**

**2024 BUDGET**

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>FINANCIAL RESOURCES</b>															
<b>Infrastructure, Development &amp; Operations</b>															
Personnel Services	202.0	0.2	202.0	0.2	30,530.0	30,211.1	30,403.1	(0.4%)	100.0				30,503.1	(26.9)	(0.1%)
Purchased Services					78.0	78.0	138.0	76.9%					138.0	60.0	76.9%
Rents & Financial Expense															0.0%
Materials					721.3	707.6	708.3	(1.8%)					708.3	(13.0)	(1.8%)
Gross Expenditures	202.0	0.2	202.0	0.2	31,329.3	30,996.7	31,249.4	(0.3%)	100.0				31,349.4	20.1	0.1%
Federal Grants					(300.0)	(300.0)	(300.0)						(300.0)		
Other Municipalities					(80.0)	(80.0)	(80.0)						(80.0)		
User Fees & Service Charges					(297.0)	(295.0)	(330.0)	11.1%					(330.0)	(33.0)	11.1%
Revenues					(677.0)	(675.0)	(710.0)	4.9%					(710.0)	(33.0)	4.9%
<b>Subtotal</b>	<b>202.0</b>	<b>0.2</b>	<b>202.0</b>	<b>0.2</b>	<b>30,652.3</b>	<b>30,321.7</b>	<b>30,539.4</b>	<b>(0.4%)</b>	<b>100.0</b>				<b>30,639.4</b>	<b>(12.9)</b>	<b>0.0%</b>
Interfunctional Transfers					1,964.5	1,746.9	2,041.1	3.9%					2,041.1	76.6	3.9%
Transfers to Own Funds					60.0	30.0	60.0						60.0		
<b>Net Cost (Income)</b>	<b>202.0</b>	<b>0.2</b>	<b>202.0</b>	<b>0.2</b>	<b>32,676.8</b>	<b>32,098.6</b>	<b>32,640.5</b>	<b>(0.1%)</b>	<b>100.0</b>				<b>32,740.5</b>	<b>63.7</b>	<b>0.2%</b>

Thunder Bay Fire Rescue

ONE TIME

BLUE CARD TRAINING

This one time risk education reduction expenditure is required in order to provide industry best practice Incident Command (IC) training to Thunder Bay Fire Rescue (TBFR) officers. Presently, TBFR relies on "in house" developed IC training. With the introduction of mandatory firefighter certification training and the evolution of industry recognized IC training, TBFR needs to standardize this vital fire ground function. Gross and net budget impact of \$100,000.

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Total Thunder Bay Fire Rescue			100.0	100.0						

SCHEDULE G - INFRASTRUCTURE, DEVELOPMENT & OPERATIONS					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Engineering	Contract document	Recovery Cost.	Recovery Cost.	-	0.00%
		Printing production	Printing production	-	0.00%
	Tender package	55.00	55.00	-	0.00%
	Directional signage for churches – Sign erection (City Policy 11-02-03)	80.00	80.00	-	0.00%
	Maps & drawings	Recovery Cost.	Recovery Cost.	-	0.00%
		Printing production	Printing production	-	0.00%
		Revision Package	Revision Package	-	0.00%
	Engineering Development Standards documentation	45.00	45.00	-	0.00%
		Complete Book	Complete Book	-	0.00%
		85.00	85.00	-	0.00%
		Digital Copy 45.00	Digital Copy 45.00	-	0.00%
	Review of Environmental Compliance Applications	3,000.00	3,000.00	-	0.00%
	Install driveway culvert on New Builds	-	3,000.00	3,000.00	100.00%
	Subdivision Agreement Review & Administration to Final Acceptance – Per Stage	3,100.00	3,100.00	-	0.00%
	Consolidated Linear Environmental Compliance Approvals – Storm Sewers & Appurtenances	1,500.00	1,500.00	-	0.00%
	Consolidated Linear Environmental Compliance Approvals – Sanitary Sewers & Appurtenances	1,500.00	1,500.00	-	0.00%
	Consolidated Linear Environmental Compliance Approvals – Sanitary Sewers Force mains & Pumping Stations	5,000.00	5,000.00	-	0.00%
	Consolidated Linear Environmental Compliance Approvals – Stormwater Management Manufactured Treatment Devices (e.g. Oil Grit Separator, Filter Unit, etc.)	2,500.00	2,500.00	-	0.00%
	Consolidated Linear Environmental Compliance Approvals – Stormwater Management Facilities (e.g. Ponds, Wetlands, LID's, etc.)	5,000.00	5,000.00	-	0.00%
	Environmental Compliance Approval – Amendments	1,000.00	1,000.00	-	0.00%
	Heavy/oversize load permits	Single \$115.00	Single \$121.00	6.00	5.22%
		Annual 240.00	Annual 252.00	12.00	5.00%
	Loading zone permits – Application processing	Application 40.00	Application 40.00	-	0.00%
		Installation 285.00	Installation 285.00	-	0.00%
	Driveway permit applications	30.00	35.00	5.00	16.67%
	Sewer & water connection charge	Recovery Cost.	Recovery Cost.	-	0.00%
		Deposit taken based on expected conditions.	Deposit taken based on expected conditions.	-	0.00%
	Sewer & Water Disconnection Fee (services less than 100mm in diameter)	5,000.00	5,000.00	-	0.00%
	Sewer & Water Disconnection Fee (services of 100mm or greater in diameter)	7,000.00	7,000.00	-	0.00%
	Street closures application processing	30.00	30.00	-	0.00%
Roads	Animal carcass removal	Recovery Cost.	Recovery Cost.	-	0.00%
	Repairs to infrastructure as a result of motor vehicle accident/vandalism.	Recovery Cost.	Recovery Cost.	-	0.00%
Solid Waste	Landfill Site				
	General Dumping Charges:				
	Minimum charge (0 - 120 kg)	10.00	10.00	-	0.00%
	Over 120 kg	0.08661/kg	0.08921/kg	0.00260/kg	3.00%
	Waste Hauler Special Tipping Fee Rate Agreement (Subject to approved agreement)	-	0.06929/kg	0.06929/kg	100.00%
	Contaminated Soil:				
	Minimum charge (0 - 220 kg)	10.00	10.00	-	0.00%
	Over 220 kg	0.04517/kg	0.04653/kg	0.00136/kg	3.01%
	Dumping Charges:				
	(Used during Flat Rate Period when scale equipment is down)				
	Passenger Vehicles	10.00	10.30	0.30	3.00%
	Passenger Vehicles with Trailer	42.23	43.50	1.27	3.01%
	Half – ton Trucks	42.23	43.50	1.27	3.01%
	Single Axle Trucks	173.04	178.24	5.20	3.01%
	Tandem Trucks and Trailers	390.37	402.10	11.73	3.00%
	Packers, Containerized Hauling Units & Tanker Trucks	474.83	489.08	14.25	3.00%

SCHEDULE G - INFRASTRUCTURE, DEVELOPMENT & OPERATIONS					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Solid Waste	<b>Non-Residential User Pay Schedule (per trip):</b>				
	Household Hazardous Waste Depot	40.17	41.38	1.21	3.01%
	All non-residential vehicles	31.93	32.89	0.96	3.01%
	<b>Special Commodities:</b>				
	Minimum charge (0 – 200 kg)	10.00	10.00	-	0.00%
	over 200 kg	0.05389	0.05551	0.00162	3.00%
	<b>Waste Requiring Pit Handling:</b>				
	<b>Asbestos</b>				
	Minimum charge, plus general dumping fee rate	100.00	105.00	5.00	5.00%
	General Dumping Fee Rate	0.08661/kg	0.08921/kg	0.00260/kg	3.00%
	<b>International Waste</b>				
	Minimum charge, plus general dumping fee rate	2,100.00	2,205.00	105.00	5.00%
	General Dumping Fee Rate	0.08661/kg	0.08921/kg	0.00260/kg	3.00%
	<b>Grit</b>				
	Minimum charge (0 – 375 kg)	38.00	39.00	1.00	2.63%
	over 375 kg	0.09867	0.10163	0.00296	3.00%
	Weight certificate for Vehicle	25.75	27.00	1.25	4.85%
	Administration fee for billing Requests	25.75	27.00	1.25	4.85%
	Tires: Where tires are the only items being dropped off, dumping fees can be waived if placed in designated areas. Tires included in other waste will be subject to the weight charges for the load as a whole.				
	<b>Collections</b>				
	Multi-residential and Commercial Collections – Additional pick-ups beyond those allowed under the Waste Collection By-Law.	21.50/pick-up	23.00/pick-up	1.50/pick-up	6.98%
	Item Tags (Sold in sheets of 5 tags)	10.00/sheet	10.00/sheet	-	0.00%
		(item limits apply)	(item limits apply)		
Environment	<b>Waterworks</b>				
	Miscellaneous water charges, including new connections	Cost Recovery	Cost Recovery	-	0.00%
	Demolition Disconnection Fee (services less than 100mm in diameter)	5,000.00	5,000.00	-	0.00%
	Demolition Disconnection Fee (services of 100mm or greater in diameter)	7,000.00	7,000.00	-	0.00%
	Administration of the annual maintenance and field testing of backflow prevention devices	50.00	50.00	-	0.00%
	Pre-Engineering inspections for work such as hydrants, valves and connections.	Cost Recovery	Cost Recovery	-	0.00%
	Water service on or off	94.96	97.80	2.85	3.00%
	Water service on or off – after hours	157.39	162.12	4.72	3.00%
	Remote Meter Reading Device Installation	200	206.00	6.00	3.00%
	Use of hydrant - Seasonal	500.00	515.00	15.00	3.00%
		+ Cost of water	+ Cost of water		
	Hydrant Flow Testing	300/hydrant	309/hydrant	9.00/hydrant	3.00%
	Waterfill station commercial card data recovery fee	25.00	26.00	1.00	4.00%
	Waterfill Station and Bulk consumption charge	4.398/m3	4.53/m3	0.312/m3	3.00%
	Water tapping fee (Service of 100mm or greater in diameter)	1,000.00 per tap plus full cost recovery of operational costs	1,000.00 per tap plus full cost recovery of operational costs	-	0.00%
	Water tapping fee (Service less than 100mm in diameter)	500.00 per tap plus full cost recovery of operational costs	500.00 per tap plus full cost recovery of operational costs	-	0.00%
	Thawing frozen services	400.00	400.00	-	0.00%
	Testing of Water Meters	Cost Recovery	Cost Recovery	-	0.00%
	Water Meter Repairs	Cost Recovery	Cost Recovery	-	0.00%
	Water Meter Replacement at Customer Request	Cost Recovery	Cost Recovery	-	0.00%
	Water Quality Program - Administration, Sampling and Inspections	Cost Recovery	Cost Recovery	-	0.00%
	Water Sampling	Cost Recovery	Cost Recovery	-	0.00%
	Dechlorinating Fee	Cost Recovery	Cost Recovery	-	0.00%

SCHEDULE G - INFRASTRUCTURE, DEVELOPMENT & OPERATIONS					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Environment	<b>Water Billings:</b>				
	Fixed Charge – Daily fee multiplied by the number of days in the quarter. Charge is based on meter size or intended use.				
	Single family residential use daily fixed charge (Applicable to single detached residential buildings and semi-detached residential buildings that are individually metered.)	0.888	0.914	0.027	3.00%
	All other Accounts (by meter size):				
	15 & 18 mm	1.452	1.496	0.044	3.00%
	20 mm	3.027	3.118	0.091	3.00%
	25 mm	3.833	3.948	0.115	3.00%
	40 mm	7.265	7.483	0.218	3.00%
	50 mm	9.777	10.070	0.293	3.00%
	75 mm	17.047	17.558	0.511	3.00%
	100 mm	26.596	27.393	0.798	3.00%
	150 mm	53.129	54.723	1.594	3.00%
	200 mm	75.530	75.530	-	0.00%
	250 mm	108.550	111.806	3.256	3.00%
	Meters larger than 250 millimetres will have a proportionate fixed charge.				
	<b>Volumetric Rate:</b>				
	- Consumption fee for each cubic metre of water used during each and every quarter of a year or fraction of a year thereof as follows:				
	Single family residential use rate	1.944/m3	2.002/m3	0.058/m3	2.98%
	Other accounts	1.198/m3	1.234/m3	0.036/m3	3.01%
	<b>Unmetered Services:</b>				
	There are over one hundred water customers for which meters cannot be installed. These customers are billed flat rates for water consumed on the premises. The rates were historically determined based on the physical features of the property served (such as number of rooms, etc.) and are varied. All such fees are increased pursuant to this By-law by 3.00% effective April 1.				
	<b>Fire Service Charges:</b>				
	Fire service Lines will be charged at a daily rate calculated by multiplying the mm size of the line times a factor of 5.525 divided by 365 to provide a daily rate.		Fire service Lines will be charged at a daily rate calculated by multiplying the mm size of the line times a factor of 5.690 divided by 365 to provide a daily rate.	0.165	2.99%
	20 mm	0.303	0.312	0.009	3.00%
	25 mm	0.378	0.389	0.011	3.00%
	30 mm	0.454	0.468	0.014	3.00%
	40 mm	0.606	0.624	0.018	3.00%
	50 mm	0.757	0.780	0.023	3.00%
	60 mm	0.908	0.936	0.027	3.00%
	75 mm	1.135	1.169	0.034	3.00%
	100 mm	1.514	1.560	0.045	3.00%
	125 mm	1.892	1.949	0.057	3.00%
	150 mm	2.270	2.338	0.068	3.00%
	200 mm	3.027	3.118	0.091	3.00%
	250 mm	3.784	3.898	0.114	3.00%
	300 mm	4.541	4.678	0.136	3.00%
	<b>Private Fire Hydrants and Standpipe systems:</b>				
	An annual charge of \$552.70 will be applied for each private hydrant or standpipe system. This will result in a daily charge of 1.514		An annual charge of \$569.19 will be applied for each private hydrant or standpipe system. This will result in a daily charge of 1.5559	0.042	2.77%

SCHEDULE G - INFRASTRUCTURE, DEVELOPMENT & OPERATIONS					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Environment	<b>Wastewater</b>				
	Sewer Service Rate	90%	90%	-	0.00%
	Applies to all owners/occupants of separately assessed parcels of land connected to the sewage system.	of water fixed and volumetric charges	of water fixed and volumetric charges	-	0.00%
	Miscellaneous Sewer Charges	Cost Recovery	Cost Recovery	-	0.00%
	Pre-Engineering Inspections for work such as Manholes, sewer inspections, etc.	Cost Recovery	Cost Recovery	-	0.00%
	Hauled Sewage Management Agreement Fee	220.00	250.00	30.00	13.64%
	Hauled Sewage Management Agreement - Revision	100	100	-	0.00%
	Disposal Fee Liquid Material	8.54/m3	8.54/m3	-	0.00%
	Over Strength Discharge Agreement Annual Fee	950	1000.00	50.00	5.26%
	Over Strength Discharge Agreement - Revision	150.00	150.00	-	0.00%
	Analysis Fee (In-house and external)	Cost Recovery	Cost Recovery	-	0.00%
	Emergency/Before or After-Hours/Weekend/Holiday Laboratory Opening Fee	Cost Recovery	Cost Recovery	-	0.00%
	Compliance Program	250.00	250.00	-	0.00%
	Pollution Prevention Control Plan	250.00	250.00	-	0.00%
	Administration fee for Environmental Assessment for sewer use	25.00	25.00	-	0.00%
Parks	<b>Fields and Outdoor Rinks</b>				
	- Prices subject to HST				
	- Fees for services may be adjusted by Administration for marketing purposes.				
	<b>Adult Organized League Activities (Charge per Team for Season)</b>				
	Outdoor Rinks	267.75	282.00	14.25	5.32%
	<b>Youth House League (Natural Turf Field, Charge per Team for Season)</b>				
	6-8 week season	-	100.00	100.00	100.00%
	<b>Adult Organized League and Youth Organized Rep League (Natural Turf Field, Charge per Team for Season)</b>				
	9-15 week season	315.00	331.00	16.00	5.08%
	16 weeks or longer season	577.50	607.00	29.50	5.11%
	League team fees may be subject to a reduction factor where teams perform their own grooming or lining, at the discretion of Administration.				
	<b>All Leagues and Users</b>				
	Natural Turf Fields, Block of 4 Pickle Ball Courts (25 hour block)	262.50	276.00	13.50	5.14%
	<b>Premier Field Fees Rentals (Charge per Hour, All Users)</b>				
	Chapples CP4	57.75	61.00	3.25	5.63%
	<b>Campgrounds</b>				
	- Prices subject to HST				
	-Maximum continuous stay is 21 days-				
	<b>Chippewa Park and Trowbridge Falls Campgrounds</b>				
	<b>Daily Campsite Rentals:</b>				
	<b>Non-Refundable booking/change fee</b>	5.00	5.00	-	0.00%
	Electric and Water - A	-	43.00	43.00	100.00%
	Electric and Water - B	-	49.00	49.00	100.00%
	Electric and Water - C	-	55.00	55.00	100.00%
	Electric and Water - D	46.50	65.00	18.50	39.78%
	Electric only - A	-	40.00	40.00	100.00%
	Electric only - B	39.50	46.00	6.50	16.46%
	50 AMP site	-	70.00	70.00	100.00%
	Seasonal site	-	2401.00	2,401.00	100.00%
	Site only A - No Services	-	15.00	15.00	100.00%
	Site only B - No Services	-	25.00	25.00	100.00%
	Site only C - No services	34.00	36.00	2.00	5.88%
	<b>Seven (7) day stay:</b>				
	Electrical and Water-	279.00	293.00	14.00	5.02%
	Electrical only-	237.00	249.00	12.00	5.06%
	Site only - No services	204.00	215.00	11.00	5.39%
	<b>Chippewa Park Cabin Rental (includes bedding rental)</b>				
	Daily - Cabin A	-	120.00	120.00	100.00%
	Daily - Cabin B	113.40	140.00	26.60	23.46%
	Seven (7) day stay	680.40	715.00	34.60	5.09%
	Fee for lost key (HST Included)	26.25	28.00	1.75	6.67%
	Use of Dumping Station (HST Included)	10.50	12.00	1.50	14.29%
	Extra Vehicle Day Pass (HST Included)	5.25	6.00	0.75	14.29%
	Pump-Out (non-registered vehicle) (HST Included)	10.50	12.00	1.50	14.29%

SCHEDULE G - INFRASTRUCTURE, DEVELOPMENT & OPERATIONS					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Parks	<b>Recreational Facilities</b>				
	<b>Chippewa Park Facility Rental:</b>				
	Pavilion Dance Hall	588.00	675.00	87.00	14.80%
	Coffee House	588.00	625.00	37.00	6.29%
	Additional Security for events where alcohol is served	210.00	cost recovery	-	0.00%
	Friday Night setup for an event (12:00 pm to 8:00 pm)	115.50	122.00	6.50	5.63%
	Extended Pavilion Rental - Day after storage	280.00	294.00	14.00	5.00%
	<b>Rental of Tables and Chairs (Chippewa):</b>				
	Per table	16.80	18.00	1.20	7.14%
	Per chair	2.10	3.00	0.90	42.86%
	<b>Chippewa Park – Amusement Rides</b>				
	Tickets	\$0.89	\$1.11	0.22	24.72%
	Coupon Book – 30 Tickets per book	\$22.00	23.89	1.89	8.59%
	Children's (or small) Rides	2 Tickets	2 Tickets	-	0.00%
	Adult's (or large) Rides	4 Tickets	4 Tickets	-	0.00%
	<b>Chippewa Park – School Playday Fee per Student</b>				
	Field Activities & Rides	3.10	4.00	0.90	29.03%
	Chippewa Park Field #1	88.50	93.00	4.50	5.08%
	Chippewa Park & Boulevard – Picnic Bookings	68.51	72.00	3.49	5.09%
	<b>Centennial Park - Muskeg Express</b>				
	15 years & older	2.66	3.10	0.44	16.54%
	6 -14 years	0.89	1.33	0.44	49.44%
	5 years and under	Free	Free	-	0.00%
	Tree Removals – Driveway Applications – per hour	178.50	188.00	9.50	5.32%
	Picnic Table Deliveries for private or 'for profit' events on streets and in Parks. (Excludes City events), (Includes up to 8 tables, 4 garbage cans, and 4 barricades)	262.50	276.00	13.50	5.14%
	Barricade delivery for events. 4 or less free Charge applies to every 10 barricades requested.	-	50.00	50.00	100.00%
	<b>Mountainview &amp; St. Patrick's Cemetery</b> - Prices subject to HST except as noted				
	Adult Single	1,070.00	1,124.00	54.00	5.05%
	2-Grave Plot	2,195.00	2,305.00	110.00	5.01%
	Child Single	340.00	337.00	-3.00	-0.88%
	Cremation Grave - 3' x 3'	740.00	777.00	37.00	5.00%
	Columbarium Niches Top	2,665.00	2,799.00	134.00	5.03%
	Columbarium Niches Second Row	2,530.00	2,657.00	127.00	5.02%
	Columbarium Niches Third Row	2,480.00	2,604.00	124.00	5.00%
	Columbarium Niches Bottom	2,420.00	2,541.00	121.00	5.00%
	Burials & Funerals on Saturdays, Sundays and Holidays	590.00	620.00	30.00	5.08%
	Transfer of Interment Rights	30.00	32.00	2.00	6.67%
	<b>Opening and Closing:</b>				
	Adult Grave – City Ratepayer	975.00	1,024.00	49.00	5.03%
	Adult Grave – All Other Cases	1,170.00	1,229.00	59.00	5.04%
	Child Grave – City Ratepayer	390.00	410.00	20.00	5.13%
	Child Grave – All Other Cases	580.00	609.00	29.00	5.00%
	Cremation – City Ratepayer	415.00	436.00	21.00	5.06%
	Cremation – All Other Cases	515.00	541.00	26.00	5.05%
	Administrative Fee – Double Urn or Companion Urn Interment	240.00	252.00	12.00	5.00%
	Columbarium Niches	245.00	258.00	13.00	5.31%
	Government License Fee	Charge as set by Province	Charge as set by Province	-	0.00%
	<b>Disinterment:</b>				
	Adult - Coffin	3,260.00	3,423.00	163.00	5.00%
	Children - Coffin	790.00	830.00	40.00	5.06%
	Cremated Remains	525.00	552.00	27.00	5.14%
	<b>Conservatory</b>				
	Use of space (Weddings/Picture, etc.) – 30 minutes	60.00	63.00	3.00	5.00%
	Use of space (Weddings/Pictures, etc.) – 1 hour	120.00	126.00	6.00	5.00%



SCHEDULE G - INFRASTRUCTURE, DEVELOPMENT & OPERATIONS					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Parks	<b>Pool 6</b>				
	- Prices subject to HST				
	Cruise Ship Docking per gross tonne per day	0.05	0.05	-	0.00%
	Cruise Ship Waste Bin per day	100.00	105.00	5.00	5.00%
	Passenger fee per person	5.00	5.25	0.25	5.00%
		Cost Recovery plus 10% Admin Fee	Cost Recovery plus 10% Admin Fee	-	0.00%
	Miscellaneous Services subject to 10% Admin fee				
	Water connection (weekdays 8:00 to 16:00) charge (including cancelled request) to a vessel with 48 hours notice	300.00	315.00	15.00	5.00%
	After hours or late connection charge to a vessel	400.00	420.00	20.00	5.00%
	<b>Prince Arthur's Landing Marina</b>				
	- Prices subject to HST except as noted				
	Daily Rate per foot (by Boat Length)	1.86	1.98	0.12	6.54%
	Minimum Daily Rate (any size)	39.01	41.00	1.99	5.11%
	Weekly Rate (7-28 days) per foot (by Boat Length)	1.45	1.53	0.08	5.59%
	Minimum Weekly Rate per day (any size)	30.56	32.00	1.45	4.73%
	Monthly Rate (29+ days) per foot (by Boat Length)	1.34	1.40	0.06	4.17%
	Minimum Monthly Rate per day (any size)	28.25	30.00	1.76	6.21%
	Short Term Docking (4hr block)	10.00	10.50	0.50	5.00%
	Daily Dry Land Storage (excludes event authorized storage)	20.00	21.00	1.00	5.00%
	<b>Seasonal Rates (X length of boat):</b>				
	Docking (Dedicated Electrical)	57.75	61.75	4.00	6.93%
	Docking (Casual Electrical - Pier 1)	53.29	56.00	2.71	5.09%
	Mooring Balls	10.50	20.00	9.50	90.48%
		150% of recreational rate	150% of recreational rate	-	0.00%
	Charter Boats/Commercial rate				
	Dryland Storage	26.775	28.00	1.23	4.58%
	<b>General Item Rates:</b>				
	Seasonal Application Admin Fee	50.00	53.00	3.00	6.00%
	Pump Out Service – Recreational Vessels (HST Included)	12.00	15.00	3.00	25.00%
	Daily Launch Ramp (HST Included)	6.00	7.00	1.00	16.67%
	Launch Ramp Season Pass (HST included)	70.00	80.00	10.00	14.29%
	Mast Hoist - Per use (HST included)	20.00	20.00	-	0.00%
	Laundry (HST Included)	4.00	4.00	-	0.00%
	Marina Key (refundable deposit per key) (HST Included)	20.00	20.00	-	0.00%
	Replacement Parking/Access Pass	40.00	42.00	2.00	5.00%
	Power Washer	20.00	20.00	-	0.00%
	<b>Golf Courses</b>				
	- Fees for services may be adjusted by Administration for marketing purposes.				
	<b>Golf Season Pass</b>				
	<b>Adult (36 years – 59 years):</b>				
	Double (7days/week)	1,460.18	1,460.18	-	0.00%
	Single - Strathcona or Chapples (7 days/week)	1,327.44	1,371.68	44.24	3.33%
	<b>Older Adult (60 years +):</b>				
	Double (7days/week)	1,327.44	1,371.68	44.24	3.33%
	Single – Strathcona or Chapples (7 days/week)	1,194.69	1,238.94	44.25	3.70%
	<b>Golf Season Pass (available all season)</b>				
	<b>(Double – Strathcona &amp; Chapples 7 days/week):</b>				
	Intermediate Adult (23-35 years old)	1,283.16	1,283.16	-	0.00%
	Student (19-22 years old and a full time student)	619.47	641.59	22.12	3.57%
	Junior (14-18 years) (includes locker)	265.49	287.61	22.12	8.33%
	Child (8-13 years) (includes locker)	132.74	154.86	22.12	16.66%
	<b>Family Golf Package (Purchased with an Adult Membership):</b>				
	1st Junior (14-18) (additional Juniors Free)	132.74	176.99	44.25	33.34%
	1st Child (Up to 13) (additional Children Free)	66.38	110.62	44.24	66.65%
	<b>Daily Green Fees (Chapples &amp; Strathcona 7 days/week)</b>				
	9 Hole	33.63	34.51	0.88	2.62%
	18 Hole	43.36	44.25	0.89	2.05%
	9 to 18 Hole Upgrade	9.73	9.73	-	0.00%
	Junior Rate – (14-18) 9/18 Holes	22.12	22.12	-	0.00%
	Senior 60+ (9 Hole)	30.09	30.97	0.88	2.92%
	Senior 60+ (18 Hole)	39.82	40.71	0.89	2.24%
	Senior 75+ (9 or 18 holes)	29.20	30.09	0.89	3.05%
	Child (8-13) 9 Holes (No HST)	15.00	16.00	1.00	6.67%
	<b>Coupon Pass Card Sales (Chapples or Strathcona)</b>				
	9 Hole (10 Round Punch Card)	302.65	318.58	15.93	5.26%
	18 Hole (10 Round Punch Card)	390.26	407.08	16.82	4.31%
	Super Senior (75+) (10 Round Punch Card)	262.83	283.19	20.36	7.75%

SCHEDULE G - INFRASTRUCTURE, DEVELOPMENT & OPERATIONS					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Parks	<b>Driving Range</b>				
	Buckets	9.73	10.62	0.89	9.15%
	Junior/Child Driving Range Membership	-	132.74	132.74	100.00%
	Season Pass – Purchased with an annual season pass	309.73	353.98	44.25	14.29%
	Season Pass – Without purchasing annual golf membership	353.98	398.23	44.25	12.50%
	<b>Golf Power Carts</b>				
	<b>City-Owned Golf Power Carts – Rental:</b>				
	9 Hole Golf Power Cart	26.55	26.55	-	0.00%
	18 Hole Golf Power Cart	35.39	35.39	-	0.00%
	18 Hole Golf Power Cart (Tournaments when additional carts requested)	45.00	45.00	-	0.00%
	Shared Option - Season Pass Golf Cart - Restrictions apply	973.45	973.45	-	0.00%
	Single Player Option - Season Pass Golf Cart	796.46	796.46	-	0.00%
	Cancellation No Show Fee - No show with No notice	50.00	50.00	-	0.00%
	10 Round Power Cart Punch Card (9 Holes)	238.94	247.79	8.85	3.70%
	10 Round Power Cart Punch Card (18 Holes)	318.58	336.28	17.70	5.56%
	<b>Golfer-Owned Golf Power Carts – Fee:</b>				
	Season Golf Power Cart Fee	221.24	221.24	-	0.00%
	Season Golf Power Cart Storage (subject to availability)	106.19	106.19	-	0.00%
	<b>Other Services</b>				
	Club Storage (Season)	70.79	70.80	0.01	0.01%
	Full Locker (Season)	22.12	22.12	-	0.00%
	Half Locker (Season)	13.27	13.27	-	0.00%
	Club Rental (Round)	17.69	17.69	-	0.00%
	Club Rental - Premium clubs (Round)	-	45.00	45.00	100.00%
	Power Cart Trail Fee (Round)	8.85	8.85	-	0.00%
	Pull Cart (Round)	4.42	4.42	-	0.00%
	Premium Pull Cart (Round)	-	8.85	8.85	100.00%
	<b>Golf Shop Merchandise</b>				
		Based on average prices on similar items sold in the community	Based on average prices on similar items sold in the community		
	Golf balls, tees, gloves, bug spray, spikes, etc.			-	0.00%
Realty Services	Administration fee – Preparation of transfers, document generals, registrations, releases, teraview documents, easements, discharges, etc.	340.00 for up to 2 documents, 113.00 for each additional document	374.00.00 per document	34.00	10.00%
	Initial deposit from applicant – street & lane sale (to cover costs of survey prior to ordering same)	-1030.00 minimum	-	-	0.00%
	Annual Fee – License of Occupation Agreement	118.00	129.00	11.00	9.32%
	Application Fee – License of Occupation Agreement (By-law 132-1996)	340.00	374.00	34.00	10.00%
	Security Deposit by Proponents – Response to Request for Proposal (If proposal accepted, the fee is retained and used to defray administrative costs; if proposal is not accepted, fee is returned)	515.00	566.50	51.50	10.00%
	Application Fee – Easement reduction/partial release of easement	340.00	374.00	34.00	10.00%
	Costs (including: survey, appraisal, legal, registry costs, administration fees and any other administrative costs) relating to a street & lane sale	-Recovery cost (commonly between 1000.00 – 5000.00) (Varies on how many parts & how many purchasers)	-Recovery cost (commonly between 1000.00 – 5000.00) (Varies on how many parts & how many purchasers)	-	0.00%
	Authorization for temporary land use	144.00	158.00	14.00	9.72%
	Assignments for leases, license, agreements, etc.	340.00	374.00 (plus cost recovery)	34.00	10.00%
	Street and lane closing application	340.00	374 (plus cost recovery)	34.00	10.00%
	Compliance Letter Request (agreements, easements, road opening, etc.)	-	175.00 plus disbursements	175.00	100.00%
	Lease/Licence Renewal Fee	-	159.00	159.00	100.00%
	Lease/Licence Amending Agreement	-	374.00	374.00	100.00%
	Patio Licence Application	-	374.00	374.00	100.00%
	Patio Licence Renewal	-	200.00	200.00	100.00%
	Application Fee - Licence Agreement	-	374.00	374.00	100.00%
	Private Patio Approval Review & Letter	-	100.00	100.00	100.00%

SCHEDULE G - INFRASTRUCTURE, DEVELOPMENT & OPERATIONS					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Planning	<b>Publications:</b>				
	Printed materials including those prepared internally such as the Official Plan, Zoning By-law, and various studies, as well as work undertaken by Consultants, typically on behalf of applicants, such as market studies, environmental impact studies and traffic reports.	Recovery Cost	Recovery Cost	-	0.00%
	Custom Planning Research (minimum 1 hour)	80.00 per hour	86.00 per hour	6.00 per hour	7.50%
	<b>Orthophotography:</b>				
	Per tile (per km2) 2019, 2012, 2007, 2002, 1996 pdf/tif/jpeg/MrSid	107.00	115.00	8.00	7.48%
	Per tile (per km2) 2019, 2012, 2007, 2002, 1996 hardcopy of photo paper	31.00	33.00	2.00	6.45%
	Mosaic of entire City 2019, 2012, 2007, 2002, 1996 pdf/tif/jpeg/MrSid	4,286.00	4,586.00	300.00	7.00%
	Mosaic of entire City 2019, 2012, 2007, 2002, 1996 hardcopy of photo paper	124.00	133.00	9.00	7.26%
	Tiles bulk purchase-approx. 520 tiles in 2019 & 2012, 409 tiles in 2007, 2002, 1996	4,286.00	4,586.00	300.00	7.00%
	Archive Air Photos – 1949, 1955, 1959, 1962, 1968, 1969, 1974, 1976, 1981, 1987, 1991 – scanned pdf/tif/jpg	21.00 per scan	22.00 per scan	1.00 per scan	4.76%
	<b>LiDar:</b>	107.00 per km2	114.00 per km2	7.00 per km2	6.54%
	LiDar derivative products such as bare earth, road surface, slope analysis	131.00 per km2	140.00 per km2	9.00 per km2	6.87%
	Customized feature classification	cost recovery	cost recovery	-	0.00%
	LiDar bulk purchase of entire City	5,358.00	5,733.00	375.00	7.00%
	Media required for transfer of all LiDar products	cost recovery	cost recovery	-	0.00%
	Topographical Maps in digital format	103.00 per tile	110.00 per tile	7.00 per tile	6.80%
	- Printed @ 1:2000 scale hardcopy	21.00 per tile	22.00 per tile	1.00 per tile	4.76%
	- Bulk purchase 425 topos in digital format	5,358.00	5,733.00	375.00	7.00%
	- Entire City-1 layer from topo	1,071.00	1,146.00	75.00	7.00%
	- One layer-per km2 in digital format	54.00	58.00	4.00	7.41%
	DEM-Digital Elevation Model	1,071.00	1,146.00	75.00	7.00%
	- Per km2	54.00	58.00	4.00	7.41%
	- Annual Update	536.00	574.00	38.00	7.09%
	Media required for transfer of DEM products	cost recovery	cost recovery	-	0.00%
	<b>Geographic Legal Fabric Map-lot, plan, concession, section:</b>				
	Complete City in digital format	7,500.00	8,025.00	525.00	7.00%
	Annual Updates - digital format	536.00	574.00	38.00	7.09%
	Per km2-digital format	107.00	114.00	7.00	6.54%
	Per km2-hardcopy	26.00	28.00	2.00	7.69%
	Geographic Legal fabric-custom area hardcopy	79.00 per hr + 26.00	85.00 per hr + 28.00	6.00 per hr + 2.00	7.69%
	Easement mapping with data-easement-ownership rights, instrument number in easement obtained-digital format	16,074.00	17,199.00	1,125.00	7.00%
	Easement mapping only-no ownership-in digital format	10,716.00	11,466.00	750.00	7.00%
	-Update only	536.00	574.00	38.00	7.09%
	-Per km2	107.00	114.00	7.00	6.54%
	-Custom-hourly-fee-hardcopy-pdf	79.00 per hr + 26.00	85.00 per hr + 28.00		0.00%
	Property Data Set custom area digital format	79.00 + 0.31 per pin	85.00 + 0.50 per pin	6.00 + 0.19 per pin	7.59%
	Property Data Set and Digital Parcels Custom Area digital format	79.00 + 0.10 per pin	85.00 + 0.25 per pin	6.00 + 0.15 per pin	150.00%
	City Street Map hardcopy1:25000	21.00	28.00	7.00	33.33%
	City Street Map hardcopy1:15000	41.00	44.00	3.00	7.32%
	Zoning Map hardcopy-large scale per page	26.00	28.00	2.00	7.69%
	Official Plan per schedule hard copy	26.00	28.00	2.00	7.69%
	Ward Boundaries in hardcopy	26.00	28.00	2.00	7.69%
	Digital scans of plans, maps or air photos up to 8 ½ x 14"	21.00 per scan	22.00 per scan	1.00 per scan	4.76%
	Custom Map Work-(minimum 1 hour)	80.00 per hour	86.00 per hour	6.00 per hour	7.50%
	Custom GIS analysis	107.00 per hour	114.00 per hour	7.00 per hour	6.54%
	Preconsultation-Fee	321.00	343.00	22.00	6.85%
	Application for Official Plan Amendment	4,500.00	4,815.00	315.00	7.00%
	Application for Zoning By-law Amendment	3,429.00	3,669.00	240.00	7.00%

SCHEDULE G - INFRASTRUCTURE, DEVELOPMENT & OPERATIONS					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Planning	Combined Official Plan and Zoning By-law Amendment	7,500.00	8,025.00	525.00	7.00%
	- If situated within Urban Area Limit	321.00	343.00	22.00	6.85%
	- If additional public meeting is required	536.00	574.00	38.00	7.09%
	- If a newspaper notice is required	1,071.00	1,146.00	75.00	7.00%
	- Minor revisions that require additional internal circulation	536.00	574.00	38.00	7.09%
	- Major revisions that require recirculation and notice	1,125.00	1,204.00	79.00	7.02%
	- Annual processing fee for recirculation of applications held over one year	1,071.00	1,146.00	75.00	7.00%
	Deeming By-law establishing or rescinding	-	574 + registration recovery	574.00	100.00%
	Combined Zoning By-law Amendment and Subdivision	-	6,536.00 plus 110.00 for each lot or block	6,536.00 plus 110.00 for each lot or block	100.00%
	Notice of Open House	172.00	172.00	-	0.00%
		268.00	287.00	19.00	7.09%
		An additional fee of 525.00 will be required if an authorizing report must be considered by Committee of the Whole	An additional fee of 562.00 will be required if an authorizing report must be considered by Committee of the Whole		
	Application for removal of "H" holding symbol			37.00	7.05%
	Deeming By-law-establishing or rescinding	574 + registration recovery	574 + registration recovery	-	0.00%
		2,679.00.00 plus 103.00 for each unit	2,867.00.00 plus 110.00 for each unit	188.00 plus 7.00 for each unit	7.02% 6.80%
		Parking units & locker units exempt from the additional fee	Parking units & locker units exempt from the additional fee		0%
	Application for Approval of a Condominium			-	
		1,071.00 plus 103.00 for each unit	1,146.00 plus 110.00 for each unit	75.00 plus 7.00 for each unit	7.00% 6.80%
		Parking units & locker units exempt from the additional fee	Parking units & locker units exempt from the additional fee		0%
	Application for Approval of a Condominium Exemption or Conversion			-	
		2,679.00 plus 103.00 for each lot or block	2,867.00 plus 110.00 for each lot or block	188.00 plus 7.00 for each lot or block	7.02% 6.80%
	Application for Subdivision Draft Plan Approval				
	Final Approval of Each Stage	1,607.00	1,719.00	112.00	6.97%
	Extension of Draft Plan Approval	1,071.00	1,146.00	75.00	7.00%
	Modifications to any Draft Plan of Subdivision or Condominium Approval (as determined by the Director):				
	Minor	536.00	574.00	38.00	7.09%
	Major	1,071.00	1,146.00	75.00	7.00%
	Application for Consent to Sever Land for Base Transaction and/or each new lot created	1,285.00	1,375.00	90.00	7.00%
	- For each additional type of transaction (in addition to the Base Transaction) requested at the time of the application is made	321.00	343.00	22.00	6.85%
	- Request to change conditions of consent or minor variance	536.00	574.00	38.00	7.09%
	- Certificate of Secretary-Treasurer-to be paid when the request is submitted	321.00	343.00	22.00	6.85%
	- Minor Variance requested and processed jointly with Consent to sever	643.00	688.00	45.00	7.00%
	Minor Variance/Permission	1,285.00	1,375.00	90.00	7.00%
	Recirculation of Consent to Sever Land or Minor Variance/Permission	321.00	343.00	22.00	6.85%
	Deferral of consent or minor variance requested by applicant	107.00	114.00	7.00	6.54%
	Deferral of consent or minor variance requested by applicant and resulting in recirculation of application and new notice	643.00	688.00	45.00	7.00%
	Validation of Title - Technical Severance	1,071.00	1,146.00	75.00	7.00%
	Special Committee of Adjustment Meeting Requested by Applicant	536.00	574.00	38.00	7.09%
		1,285.00 plus 103.00 for each lot or block	1,375.00 plus 110.00 for each lot or block	90.00 plus 7.00 for each lot or block	7.00% 6.80%
	Part Lot Control Exemption Approval				
	Part Lot Control Extension Approval	1,284.00	1,374.00	90.00	7.01%

SCHEDULE G - INFRASTRUCTURE, DEVELOPMENT & OPERATIONS					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Planning	Deferred Services Agreement, Noise Notification Agreement, Miscellaneous Notification Agreement	134.00	143.00	9.00	6.72%
	<del>Minor Revisions to Deferred Service Agreements not requiring recirculation</del>		<del>143.00</del>		
	- Addendums or Amendments to such Agreements	134.00	143.00	9.00	6.72%
		An additional fee of 525.00 will be required if an authorizing report must be considered by Committee of the Whole	An additional fee of 562.00 will be required if an authorizing report must be considered by Committee of the Whole	37.00	7.05%
	Garden Suite Agreement	750.00	803.00	53.00	7.07%
	Addendums or Amendments to such Agreements	750.00	803.00	53.00	7.07%
		An additional fee of 525.00 will be required if an authorizing report must be considered by Committee of the Whole	An additional fee of 562.00 will be required if an authorizing report must be considered by Committee of the Whole	37.00	7.05%
	Registration	536.00 to be paid when the agreement is executed	574.00 to be paid when the agreement is executed	38.00	7.09%
	Site Plan Control Application	1,607.00	1,719.00	112.00	6.97%
	Major revisions to site plans requiring recirculation	536.00	574.00	38.00	7.09%
	Minor revisions to site plans not requiring recirculation	-	143.00	143.00	100.00%
	Addendums or Amendments to Site Plan Control Agreements	1,071.00	1,146.00	75.00	7.00%
	Completed facilities inspection	258.00	276.00	18.00	6.98%
	Development Agreements and other agreements related to land development	1,606.00	1,718.00	112.00	6.97%
	Addendums or Amendments to such Agreements	1,071.00	1,146.00	75.00	7.00%
	Phase I or II Environmental Enquiry	268.00	287.00	19.00	7.09%
	Status letter on Planning Agreements	536.00	574.00	38.00	7.09%
	Ministry Authorization Letter or Zoning Confirmation Letter	107.00	114.00	7.00	6.54%
	Road Naming	1,607.00	1,719.00	112.00	6.97%
	Owner initiated change of address	536.00	574.00	38.00	7.09%
	Communications Towers Consultation	1,071.00	1,146.00	75.00	7.00%
	Property List Request	320.00	342.00	22.00	6.88%
	Legal Costs	Deposit 4,120.00	Deposit 4,408.00	288.00	6.99%
	Applicants for any planning approvals that may result in appeals to the Ontario Land Tribunal are responsible to pay the City's legal costs in defending the relevant by-law, decision or other approval.				
	Legal Costs	Deposit 2,060.00	Deposit 2,358.00	298.00	14.47%
	Applicants for Committee or Adjustment approvals that may result in appeals to the Ontario Land Tribunal are responsible to pay the City's legal costs in defending the relevant by-law, decision or other approval.				
	Peer Review Cost – Applicants required to prepare technical studies in support of planning applications are responsible to pay the City's costs for an independent peer review.	Recovery Cost	Recovery Cost	-	0.00%
	Planning fees waived for qualified and approved properties falling within Strategic Core Areas Improvement Plan.				
Building	<b>New Buildings or Additions-Group A-Assembly Occupancies:</b>				
	Shell	16.80 per square meter	18.00 per square meter	1.20 per square meter	7.14%
	Finished	21.00 per square meter	22.00 per square meter	1.00 per square meter	4.76%
	<b>New Buildings or Additions-Group B-Institutional Occupancies:</b>				
	Shell	20.00 per square meter	21.00 per square meter	1.00 per square meter	5.00%
	Finished	25.00 per square meter	27.00 per square meter	2.00 per square meter	8.00%

SCHEDULE G - INFRASTRUCTURE, DEVELOPMENT & OPERATIONS					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Building	<b>New Buildings or Additions-Group C-Residential Occupancies:</b>				
	Single, semi, townhouse & duplex	13.00 per square meter	14.00 per square meter	1.00 per square meter	7.69%
	Finished basement	3.00 per square meter	3.25 per square meter	0.25 per square meter	8.33%
	Attached garage	5.00 per square meter	5.50 per square meter	0.50 per square meter	10.00%
	Detached garage/shed/carport	3.00 per square meter	3.25 per square meter	0.25 per square meter	8.33%
	Apartment building	13.00 per square meter	14.00 per square meter	1.00 per square meter	7.69%
	Hotel/Motel	15.00 per square meter	16.00 per square meter	1.00 per square meter	6.67%
	Residential care facility	13.00 per square meter	14.00 per square meter	1.00 per square meter	7.69%
	<b>New Buildings or Additions-Group D-Business &amp; Personal Service Occupancies:</b>				
	Office building (shell)	16.00 per square meter	17.00 per square meter	1.00 per square meter	6.25%
	Office building (finished)	20.00 per square meter	21.00 per square meter	1.00 per square meter	5.00%
	<b>New Buildings or Additions-Group E-Mercantile Occupancies:</b>				
	Retail store (shell)	11.20 per square meter	12.00 per square meter	0.80 per square meter	7.14%
	Retail store (finished)	14.00 per square meter	15.00 per square meter	1.00 per square meter	7.14%
	<b>New Buildings or Additions-Group F-Industrial Occupancies:</b>				
	Shell	9.60 per square meter	10.00 per square meter	0.40 per square meter	4.17%
	Finished	12.00 per square meter	13.00 per square meter	1.00 per square meter	8.33%
	Farm Building	12.00 per 1,000.00 of construction value	13.00 per 1,000.00 of construction value	1.00 per 1,000.00 of construction value	8.33%
	<b>Deposits:</b>				
	Minimum application deposit (non-residential)	50% of total fee	50% of total fee	-	0.00%
	Foundation permit	25% of total fee	25% of total fee	-	0.00%
	Water well deposit (refundable)	500.00	500.00	-	0.00%
	Early water turn on deposit (refundable)	1,000.00	1,000.00	-	0.00%
	Administration fee- processing/refunding refundable deposit	50.00	50.00	-	0.00%
	Interior finish/renovation-all classifications	12.00 per 1,000.00 of construction value	12.00 per 1,000.00 of construction value	-	0.00%
	Temporary buildings/tents	100.00	100.00	-	0.00%
	Portable classrooms-per unit	200.00	200.00	-	0.00%
	Demolition (per building)	100.00	100.00	-	0.00%
	Change of use	100.00	100.00	-	0.00%
	Barrier free ramp	100.00	100.00	-	0.00%
	Deck-uncovered	100.00	100.00	-	0.00%
	Deck-covered	200.00	200.00	-	0.00%
	Outdoor patio (Assembly Occupancies)	200.00	200.00	-	0.00%
	Fireplace/Woodstove	100.00	100.00	-	0.00%
	Swimming pool fence permit	50.00	50.00	-	0.00%
	<b>Solar Collector:</b>				
	Residential	100.00	100.00	-	0.00%
	Non-residential	200.00	200.00	-	0.00%
	Retaining Wall	100.00	100.00	-	0.00%
	Alter/replace mechanical systems	12.00 per 1,000.00 of construction value	12.00 per 1,000.00 of construction value	-	0.00%
	Alter/replace electrical life safety systems	12.00 per 1,000.00 of construction value	12.00 per 1,000.00 of construction value	-	0.00%
	Permit for plumbing only	12.00 per 1,000.00 of construction value	12.00 per 1,000.00 of construction value	-	0.00%
	Plumbing-meter downsize	100.00	100.00	-	0.00%
	Plumbing-building control valve	50.00	50.00	-	0.00%
	Backflow prevention device	100.00	100.00	-	0.00%
	Minimum permit fee (all other permits)	100.00	100.00	-	0.00%

SCHEDULE G - INFRASTRUCTURE, DEVELOPMENT & OPERATIONS					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Building	<b>Transfer of permit:</b>				
	Accessory buildings	100.00	107.00	7.00	7.00%
	All other	250.00	268.00	18.00	7.20%
	Zoning only permit	250.00	268.00	18.00	7.20%
	Conditional permit	250.00	268.00	18.00	7.20%
	Additional inspection	100.00	107.00	7.00	7.00%
	Special inspection fee after hours	200.00	214.00	14.00	7.00%
	Reports-Building, Statistics Canada per month (HST included)	12.43	12.43	-	0.00%
	Subscription-Building, Statistics Canada per year (HST included)	149.16	149.16	-	0.00%
	Property Information report	100.00	107.00	7.00	7.00%
	Liquor license inspection/letter	100.00	107.00	7.00	7.00%
	Minimum fee retained	50.00	53.50	3.50	7.00%
	Any project not included on user fee schedule for Building Services	12.00 per 1,000.00 of construction value	13.00 per 1,000.00 of construction value	1.00 per 1,000.00 of construction value	8.33%
Fire	Copies of fire reports	77.00 per report	81.00 per report	4.00 per report	5.19%
	Letters of compliance for approval for properties	77.00	81.00	4.00	5.19%
	<b>File search and written reports &amp; records against properties:</b>				
	Request made 10 or more working days prior to the date the report is required.	77.00	81.00	4.00	5.19%
	Request made less than ten (10) days prior to the date the report is required.	153.00	161.00	8.00	5.23%
	<b>Requested inspections of properties:</b>	-	-	-	-
	Private home day care facilities (5 or less)	128.00	135.00	7.00	5.47%
	Licensed day care centers (more than 5)	128.00	135.00	7.00	5.47%
	Special care and group homes (3 or less)	128.00	135.00	7.00	5.47%
	Special care and group homes (more than 3)	128.00	135.00	7.00	5.47%
	Alcohol and gaming commission requests	128.00	135.00	7.00	5.47%
	Lodging house	128.00	135.00	7.00	5.47%
	Occupancy load calculation & posting	128.00	135.00	7.00	5.47%
	Private nursing homes	128.00	135.00	7.00	5.47%
	All rates per hour with 1 hour minimum and 30 minutes intervals, inclusive of administrative time per hour	128.00 per hour	135.00 per hour	7.00	5.47%
	Requested Inspections Under the Ontario Fire Code per hour (Requested after hours inspections (3 hour minimum). All rates per hour with 1 hour minimum and 30 minute intervals, inclusive of administrative time	128.00 per hour	135.00 per hour	7.00	5.47%
		153.00	161.00	8.00	5.23%
	<b>Requested inspections under the Ontario Fire Code Special Inspections:</b>				
	Where fire code inspections are mandated (i.e. Tents, marquee)	153.00	161.00	8.00	5.23%
	- High Hazard	179.00	188.00	9.00	5.03%
	- Low Hazard (family fireworks)	77.00	81.00	4.00	5.19%
	- Pyrotechnics	179.00	188.00	9.00	5.03%
	Public Vendors – commercial establishments	77.00	81.00	4.00	5.19%
	Public Vendors – from outside the region	255.00	268.00	13.00	5.10%
	Cost associated with boarding up, barricading, fire cause determination, scene security and safety and any other miscellaneous cost after a fire or other response. Plus cost of material used. If the owner fails to pay the associated cost, the Fire chief or his/her designate may authorize the actual cost to be charged back through taxes and a 15% administration fee will be applied.	MTO Rate	MTO Rate	-	0.00%
	<b>Burning permits within the municipality per permit:</b>				
	Residential, subject to approval	30.00	32.00	2.00	6.67%
	Commercial, permit required for each burn	122.00	129.00	7.00	5.74%
	Open air burning permits granted with supervision of a firefighter – all permits subject to inspection and approval. If the owner fails to pay the associated cost, the Fire Chief or his/her designate may authorize the actual cost to be charged back through taxes and a 15% administration fee will be applied.	MTO Rate	MTO Rate	-	0.00%

SCHEDULE G - INFRASTRUCTURE, DEVELOPMENT & OPERATIONS					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Fire	Standby requests by private companies, developers, industry, provincial or regional government, other than emergency response:				
	Per vehicle for the first hour	MTO Rate	MTO Rate	-	0.00%
	Per vehicle for every additional ½ hour	MTO Rate	MTO Rate	-	0.00%
	Response to transportation of dangerous goods incident per hour, per vehicle and related equipment usage cost recovery (or full recovery)	MTO Rate	MTO Rate	-	0.00%
	As per transportation of Dangerous Goods Act	MTO Rate	MTO Rate	-	0.00%
	Fire prevention presentation for commercial and industrial requests – familiarization of evacuation plans, extinguisher demonstrations, cost of manpower, providing demonstration or presentations	135.00	135.00	-	0.00%
	Life safety study review (depending on complexity) – minimum charge	81.00	81.00	-	0.00%
	<b>Fire safety plan review:</b>				
	New submission	-	-	-	0.00%
	Subsequent review/consultation	153.00	161.00	8.00	5.23%
	<b>Risk safety management plan (propane facilities):</b>				
	Level 1 facility <=5K water gallons	204.00	215.00	11.00	5.39%
	Level 2 facility >5K water gallons	510.00	536.00	26.00	5.10%
	Written responses to written requests relating to outstanding orders under the Ontario Fire Code or any act, regulation or by-law with which the fire services has authority or jurisdiction	77.00	81.00	4.00	5.19%
	Air bottle refills (up to 2200 psi)	10.00	11.00	1.00	10.00%
	<b>Fire Responses to Structural Fires:</b>				
	Residential	See the Indemnification Technology® Section	See the Indemnification Technology® Section	-	0.00%
	Commercial				
	Industrial				
	Emergency response to illegal burning of hazardous material or burning regarding open air burning permits under the Ontario Fire Code. If the owner fails to pay the associated cost, the Fire Chief or his/her designate may authorize the actual cost to be charged back through taxes and a 15% administration fee will be applied.	Current MTO Rate	Current MTO Rate	-	0.00%
	Response to natural gas line strikes where locates have not been completed by the responsible party	Current MTO Rate	Current MTO Rate	-	0.00%
	- Plus any additional cleanup costs	Current MTO Rate	Current MTO Rate	-	0.00%
	Emergency response to motor accidents on Ministry of Transportation Highways as per the Province of Ontario rates, plus any additional cleanup costs (cost recovery through MTO)	Current MTO Rate	Current MTO Rate	-	0.00%
	- Per vehicle per hour	Current MTO Rate	Current MTO Rate	-	0.00%
	- Per vehicle for every ½ hour thereafter	Current MTO Rate	Current MTO Rate	-	0.00%
	<b>Auto extraction for vehicles insured outside the City of Thunder Bay (Kings Highway exempt):</b>				
	Per vehicle per hour	Current MTO Rate	Current MTO Rate	-	0.00%
	Per vehicle for every ½ hour thereafter	Current MTO Rate	Current MTO Rate	-	0.00%
	<b>Auto or truck fires or rescues for vehicles insured outside the City of Thunder Bay (Kings Highway exempt):</b>				
	Per vehicle per hour	Current MTO Rate	Current MTO Rate	-	0.00%
	Per vehicle per every ½ hour thereafter	Current MTO Rate	Current MTO Rate	-	0.00%
	Fires on or beside the railroad, as a result of the railroad left unattended in tie burning or otherwise, out of control fires, and failure to attempt to extinguish those fires that impinge on private or public properties.	Current MTO Rate	Current MTO Rate	-	0.00%
	Emergency response to assistance beyond normal fire protection		Current MTO Rate	-	0.00%
	<b>Response to false alarm if determined by Fire Service to be a preventable alarm:</b>				
	Preventable false alarms – (3 vehicles) 2 <sup>nd</sup> false alarm within 12 months calendar year	1,556.00	1,634.00	78.00	5.01%
	First false alarm within 12 month calendar year	-	-	-	0.00%
	Second false alarm within 12 month calendar year	255.00	277.00	22.00	8.63%
	Third false alarm within 12 month calendar year	510.00	536.00	26.00	5.10%
	All subsequent false alarms within 12 month calendar year	510.00	536.00	26.00	5.10%
	Non notification of false alarm work.	255.00	268.00	13.00	5.10%
	Note: Owners will be given opportunity to show corrective actions within calendar year for eligibility for 50% reimbursement				



SCHEDULE G - INFRASTRUCTURE, DEVELOPMENT & OPERATIONS					
Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Fire	Inspect illegal marijuana grow operation or clandestine lab first 185.81m2 (2000 ft2)	408.00	429.00	21.00	5.15%
	Inspect illegal marijuana grow operation or clandestine lab each additional 185.81m2 (2000ft2)	61.00	65.00	4.00	6.56%
	Inspect legalized marijuana grow operation inspection first 185.81m2 (2000ft2)	408.00	429.00	21.00	5.15%
	Inspect legalized marijuana grow operation inspection each additional 185.81m2 (2000ft2)	61.00	65.00	4.00	6.56%
	Inspection of illegal suites, base fee	510.00	536.00	26.00	5.10%
	Inspection of illegal suites/room or suite	102.00	108.00	6.00	5.88%
	Re-inspection fee: First re-inspection of fire inspection order.	-	-	-	0.00%
	Re-inspection fee of any property	255.00	268.00	13.00	5.10%
	Re-Inspection Fee (complaint inspection – including illegal suites): First and every subsequent re-inspection of fire inspection order as a result of a complaint.	255.00	268.00	13.00	5.10%
		Current MTO rate per vehicle & personnel/hour plus any costs to Thunder Bay Fire Rescue or the City of Thunder Bay for each and every call. Should the issuer pay the coverage to the property owner, the property owner is liable to remit these funds to the municipality or its representative.	Current MTO rate per vehicle & personnel/hour plus any costs to Thunder Bay Fire Rescue or the City of Thunder Bay for each and every call. Should the issuer pay the coverage to the property owner, the property owner is liable to remit these funds to the municipality or its representative.		
	Idemnification Technology ®			-	0.00%
	<b>TRAINING CENTRE:</b>				
	<b>Full Classroom Rental:</b>				
	full day	300.00	315.00	15.00	5.00%
	1/2 day	150.00	158.00	8.00	5.33%
	<b>Half Classroom Rental:</b>				
	full day	150.00	158.00	8.00	5.33%
	1/2 day	100.00	105.00	5.00	5.00%
	<b>Apparatus floor(Includes confined space and search prop)</b>				
	full day	150.00	158.00	8.00	5.33%
	1/2 day	100.00	105.00	5.00	5.00%
	Fire Scene Assessment Prop	500.00 (plus consumables)	525.00 (plus consumables)	25.00	5.00%
	Fire Tower	500.00 (plus consumables)	525.00 (plus consumables)	25.00	5.00%
	<b>Roof Prop:</b>				
	full day	-100.00 (plus consumables)	-100.00 (plus consumables)	-	0.00%
	1/2 day	-50.00 (plus consumables)	-50.00 (plus consumables)	-	0.00%
	TBFR Training Support Personnel	-as per the TBPFFA collective agreement	-as per the TBPFFA collective agreement	-	0.00%
	Additional Apparatus-	-as per the MTO rate	-as per the MTO rate	-	0.00%
	<b>Grounds Only:</b>				
	full day	250.00	263.00	13.00	5.20%
	1/2 day	125.00	132.00	7.00	5.60%
	<b>Confined Space Pit:</b>				
	full day	150.00	150.00	-	0.00%
	1/2 day	100.00	100.00	-	0.00%
	<b>Apparatus Area:</b>				
	full day	150.00	150.00	-	0.00%
	1/2 day	100.00	100.00	-	0.00%
	Face Fit Testing (quantitative)	50.00 per person	60.00 per person	10.00 per person	20.00%
	TBFR Training Support Personnel per hour	-	105.00	105.00	100.00%
	Additional Apparatus with crew	-	as per MTO rate	-	0.00%
	Additional Apparatus per day	-	150.00	150.00	100.00%
	Miscellaneous Training Props	50.00 to 500.00 per use plus consumables (cost to be determined based on prop and duration of use)	50.00 to 500.00 per use plus consumables (cost to be determined based on prop and duration of use)	-	0.00%

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Infrastructure, Development &amp; Operations-Tax</b>							
Central Support	5-42 to 5-45	270.0	270.0	35.0	35.0	40.0	40.0
Engineering	5-46 to 5-53	9,700.0	3,340.0	14,673.7	4,160.2	11,904.6	4,355.4
Environment	5-54 to 5-56	3,775.2	784.0	4,549.1	1,152.8	3,663.3	2,055.0
Parks	5-57 to 5-68	4,367.8	3,146.0	4,050.0	3,210.5	3,722.9	3,500.0
Roads	5-69 to 5-88	22,064.3	5,555.7	22,362.2	6,575.0	25,568.4	7,200.0
Solid Waste & Diversion	5-89 to 5-91	6,065.0	75.0	1,742.4	1,628.0	465.0	465.0
Development Services	5-92 to 5-98	11,120.0	420.0	365.0	365.0	387.0	387.0
Building Services	5-99 to 5-100	50.0	0.0	0.0	0.0	0.0	0.0
Thunder Bay Fire Rescue	5-101 to 5-105	1,130.0	1,130.0	786.7	786.7	822.5	822.5
<b>Total Infrastructure, Development &amp; Operations-Tax</b>		<b>58,542.3</b>	<b>14,720.7</b>	<b>48,564.1</b>	<b>17,913.2</b>	<b>46,573.7</b>	<b>18,824.9</b>

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Central Support</b>							
Central Support							
Concessions Equipment	5-43 to 5-44	70.0	70.0	25.0	25.0	30.0	30.0
Dispatch Equipment	*	0.0	0.0	10.0	10.0	10.0	10.0
Equipment	5-45	200.0	200.0	0.0	0.0	0.0	0.0
<b>Total Central Support</b>		<b>270.0</b>	<b>270.0</b>	<b>35.0</b>	<b>35.0</b>	<b>40.0</b>	<b>40.0</b>

\* No capital projects planned for 2024

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

<b>Project Name :</b>	<b>Equipment Replacement</b>	<b>Project ID :</b> IOT-CEN-0001-CS-P
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Parent ID :</b> IOT-CEN-0001-CS-P
<b>Division :</b>	Central Support	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Central Support	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Cyclical Asset Replacement	

**PROJECT DETAILS**

**Project Description and Justification**

Upgrade and replace equipment needed in Central Support program areas. Includes equipment used for Crossing Guards and Concessions/Vending Operations. Projects identified include additional vending units, refurbished ready-to-serve equipment, digital boards, display fridges, popcorn machine and improved food cleaning and handling equipment.

**Consequences of Not Funding**

Safety issues with older equipment, loss of revenues due to outdated equipment, increased food costing, increased labour costs, and loss of competitive advantage.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-CEN-0001-CS-001 Concessions Equipment	70,000	25,000	30,000	125,000
IOT-CEN-0001-CS-003 Dispatch Equipment		10,000	10,000	20,000
<b>Expenditures Total</b>	<b>70,000</b>	<b>35,000</b>	<b>40,000</b>	<b>145,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	70,000	35,000	40,000	145,000
<b>Financing Total</b>	<b>70,000</b>	<b>35,000</b>	<b>40,000</b>	<b>145,000</b>

**OPERATING EXPANSION**

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

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<b>Project Name :</b>	<b>Equipment Replacement</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-CEN-0001-CS-P
<b>Division :</b>	Central Support	<b>Parent ID :</b> IOT-CEN-0001-CS-P
<b>Divisional Category :</b>	Central Support	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> On Going

<b>OPERATING EXPANSION</b>
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*No Operating Impact*

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

<b>Project Name :</b>	<b>Eye on the Street Equipment</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-CEN-0002-CS-P
<b>Division :</b>	Central Support	<b>Parent ID :</b> IOT-CEN-0002-CS-P
<b>Divisional Category :</b>	Central Support	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Maintenance and repair of cameras and control room equipment as a result of weather, breakdowns, and damages. The Eye on the Street Program purchased 16 cameras, 2 digital video recorders and various other components in 2005. Program staff review technology standards regularly to assess if upgrades are appropriate. Camera relocations to respond to changes in the urban environment, both natural and built.

**Consequences of Not Funding**

Equipment failure could result in the Eye on the Street Program being unable to deliver on its mandate. The loss of a camera that could not be replaced will create a blind area that would no longer be able to record events.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-CEN-0002-CS-001 Equipment	200,000			200,000
<b>Expenditures Total</b>	<b>200,000</b>			<b>200,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	200,000			200,000
<b>Financing Total</b>	<b>200,000</b>			<b>200,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Engineering</b>							
<b>Professional Fees, Studies etc.</b>							
ENG-Property Acquisition for Projects, Subdivision oversizing, Legal Fees, and Surveys	5-47 to 5-48	50.0	50.0	100.0	100.0	100.0	100.0
Engineering Traffic Studies	5-47 to 5-48	50.0	50.0	50.0	50.0	50.0	50.0
Pre-Engineering Field Services	5-47 to 5-48	15.0	15.0	15.0	15.0	15.0	15.0
Active Transportation	5-47 to 5-48	150.0	150.0	150.0	150.0	150.0	150.0
Property Aquisition - NW Arterial	5-47 to 5-48	50.0	50.0	50.0	50.0	50.0	50.0
Boulevard Operating Studies/Approvals	5-47 to 5-48	83.3	50.0	83.3	50.0	83.3	50.0
Environmental Assessments	5-47 to 5-48	150.0	150.0	150.0	150.0	150.0	150.0
Public Education	5-47 to 5-48	10.0	10.0	10.0	10.0	10.0	10.0
<b>Construction Services</b>							
Corporate Facilities	5-49 to 5-50	558.0	558.0	235.0	235.0	1,035.0	1,035.0
Operational Facilities	5-49 to 5-50	532.0	532.0	0.0	0.0	791.0	791.0
Tourism Facilities	5-49 to 5-50	50.0	50.0	100.0	100.0	0.0	0.0
Arena & Stadia Facilities	5-49 to 5-50	1,819.8	539.0	3,499.7	939.7	1,696.3	1,450.0
Aquatics Facilities	5-49 to 5-50	230.0	0.0	3,001.8	295.0	60.0	0.0
Community Centre Facilities	5-49 to 5-50	155.0	155.0	694.5	694.5	90.0	90.0
Fire Hall Facilities	5-49 to 5-50	22.0	22.0	260.0	260.0	75.6	75.6
Parks Facilities	5-49 to 5-50	187.0	187.0	357.0	357.0	211.8	211.8
Canada Games Complex	5-49 to 5-50	270.0	270.0	564.0	564.0	0.0	0.0
Transit Facilities	5-49 to 5-50	1,067.0	282.0	515.0	115.0	0.0	0.0
Superior North EMS - COTB	5-49 to 5-50	220.0	220.0	0.0	0.0	0.0	0.0
Older Adult Centre	*	0.0	0.0	25.0	25.0	127.0	127.0
Whalen Building Capital Upgrades	5-51	390.0	0.0	65.0	0.0	515.0	0.0
Net-Zero Integration Audits	5-52	45.0	0.0	45.0	0.0	45.0	0.0
Transit Facility Modifications	5-53	3,595.9	0.0	4,703.4	0.0	6,649.6	0.0
<b>Total Engineering</b>		<b>9,700.0</b>	<b>3,340.0</b>	<b>14,673.7</b>	<b>4,160.2</b>	<b>11,904.6</b>	<b>4,355.4</b>

\* No capital projects planned for 2024

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

<b>Project Name :</b>	Professional Fees, Studies & Misc.	<b>Project ID :</b> IOT-ENG-0001-PF-P
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Parent ID :</b> IOT-ENG-0001-PF-P
<b>Division :</b>	Engineering	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Professional Fees, Studies etc.	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	New Projects	

**PROJECT DETAILS**

**Project Description and Justification**

Acquisition of property, surveys, and legal fees for various types of projects, and oversizing of subdivisions which are the City's responsibility during development. Pre-engineering costs and survey equipment for field staff to prepare designs for upcoming capital projects. Support for the continuing implementation of the Active Transportation Plan. Various studies related to traffic and future projects requiring environmental assessments.

**Consequences of Not Funding**

No funds would be available to pay for the City's responsibilities under the Subdivision Agreements and information required from studies would not be available. Various capital works would not be carried out without the required information and analysis.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-ENG-0001-PF-001 ENG-Property Acquisition for Projects, Subdivision	50,000	100,000	100,000	250,000
IOT-ENG-0001-PF-002 Engineering Traffic Studies	50,000	50,000	50,000	150,000
IOT-ENG-0001-PF-018 Public Education	10,000	10,000	10,000	30,000
IOT-ENG-0001-PF-004 Pre-Engineering Field Services	15,000	15,000	15,000	45,000
IOT-ENG-0001-PF-005 Active Transportation	150,000	150,000	150,000	450,000
IOT-ENG-0001-PF-007 Property Aquisition - NW Arterial	50,000	50,000	50,000	150,000
IOT-ENG-0001-PF-016 Boulevard Operating Studies/Approvals	83,300	83,300	83,300	249,900
IOT-ENG-0001-PF-017 Environmental Assessments	150,000	150,000	150,000	450,000
<b>Expenditures Total</b>	<b>558,300</b>	<b>608,300</b>	<b>608,300</b>	<b>1,774,900</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	525,000	575,000	575,000	1,675,000



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

<b>Project Name :</b>	<b>Professional Fees, Studies &amp; Misc.</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-ENG-0001-PF-P
<b>Division :</b>	Engineering	<b>Parent ID :</b> IOT-ENG-0001-PF-P
<b>Divisional Category :</b>	Professional Fees, Studies etc.	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b> On Going

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Financing</b>				
Subsidy - Federal Grants	33,300	33,300	33,300	99,900
<b>Financing Total</b>	<b>558,300</b>	<b>608,300</b>	<b>608,300</b>	<b>1,774,900</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Asset Renewal - Municipal Facilities</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-ENG-0001-CS-P
<b>Division :</b>	Engineering	<b>Parent ID :</b> IOT-ENG-0001-CS-P
<b>Divisional Category :</b>	Construction Services	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

This project includes the planned replacement of major building components including roof systems, HVAC systems, building envelope systems, electrical systems, plumbing systems, and interior finishes. The Municipal facility inventory includes over 1.1M sq.ft of roof, 1.3M sq.ft of floor space divided among 184 separate facilities and structures. Replacement of components or systems are based on physical condition, time frame within its life cycle, the priority index assigned to the individual components or systems, and alignment with the Corporate Energy Management Plan. All new systems, components, or finishes are energy efficient and environmentally sustainable in nature.

**Consequences of Not Funding**

Increased deterioration of building and properties, inefficient operation, higher operating costs, disrupted service, and accelerated depreciation of Municipal assets.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-ENG-0001-CS-001 Corporate Facilities	558,000	235,000	1,035,000	1,828,000
IOT-ENG-0001-CS-002 Operational Facilities	532,000		791,000	1,323,000
IOT-ENG-0001-CS-005 Tourism Facilities	50,000	100,000		150,000
IOT-ENG-0001-CS-006 Arena & Stadia Facilities	1,819,826	3,499,700	1,696,280	7,015,806
IOT-ENG-0001-CS-007 Aquatics Facilities	230,000	3,001,768	60,000	3,291,768
IOT-ENG-0001-CS-008 Community Centre Facilities	155,000	694,545	90,000	939,545
IOT-ENG-0001-CS-010 Fire Hall Facilities	22,000	260,000	75,600	357,600
IOT-ENG-0001-CS-011 Parks Facilities	187,000	357,000	211,805	755,805
IOT-ENG-0001-CS-012 Canada Games Complex	270,000	564,000		834,000
IOT-ENG-0001-CS-014 Transit Facilities	1,067,000	515,000		1,582,000
IOT-ENG-0001-CS-017 Superior North EMS - COTB	220,000			220,000

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

<b>Project Name :</b>	<b>Asset Renewal - Municipal Facilities</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-ENG-0001-CS-P
<b>Division :</b>	Engineering	<b>Parent ID :</b> IOT-ENG-0001-CS-P
<b>Divisional Category :</b>	Construction Services	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-ENG-0001-CS-020 Older Adult Centre		25,000	127,000	152,000
<b>Expenditures Total</b>	<b>5,110,826</b>	<b>9,252,013</b>	<b>4,086,685</b>	<b>18,449,524</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	778,000	2,340,145	1,013,105	4,131,250
Tax - Enhanced Infrastructure Renewal Program (EIRP)	2,037,000	1,245,100	2,767,300	6,049,400
Subsidy - Federal Grants	1,595,826	4,556,768	266,280	6,418,874
Reserve & Reserve Funds	700,000	1,110,000	40,000	1,850,000
<b>Financing Total</b>	<b>5,110,826</b>	<b>9,252,013</b>	<b>4,086,685</b>	<b>18,449,524</b>

**OPERATING EXPANSION**

**No Operating Impact**

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

<b>Project Name :</b>	<b>Whalen Building Capital Upgrades</b>	<b>Project ID :</b> IOT-ENG-0003-CS-P
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Parent ID :</b> IOT-ENG-0003-CS-P
<b>Division :</b>	Engineering	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Construction Services	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Asset Maintenance	

**PROJECT DETAILS**

**Project Description and Justification**

The focus of this project is to provide a comprehensive level of capital renewal for the facility. All new systems, components, or finishes are energy efficient and environmentally sustainable in nature. The 2024 projects include the repointing of terracotta on the East elevation, and the renewal of HVAC systems on the 8th floor. This project is funded from the Whalen Building Reserve Fund.

**Consequences of Not Funding**

Increased deterioration of building and property, increased liability, inefficient operation, higher operating costs, and accelerated depreciation of corporate assets, ultimately leading to a reduced level of marketability for the facility. The repointing project in 2024 is also a health and safety initiative: the current terracotta castings have been temporarily secured to prevent pieces from falling.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-ENG-0003-CS-001 Whalen Building Capital Upgrades	390,000	65,000	515,000	970,000
<b>Expenditures Total</b>	<b>390,000</b>	<b>65,000</b>	<b>515,000</b>	<b>970,000</b>
<b>Financing</b>				
Reserve & Reserve Funds	390,000	65,000	515,000	970,000
<b>Financing Total</b>	<b>390,000</b>	<b>65,000</b>	<b>515,000</b>	<b>970,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Energy Management Initiatives</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-ENG-0018-CS-P
<b>Division :</b>	Engineering	<b>Parent ID :</b> IOT-ENG-0018-CS-P
<b>Divisional Category :</b>	Construction Services	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

As part of the Corporate Energy Management Plan, and in alignment with the Net-Zero Strategy, net-zero integration audits will be undertaken to assess Corporate facilities for net-zero readiness. Audits will continue to assess and determine energy saving opportunities, with a focus on readiness and potential for net-zero feasibility for equipment/facility consumption and operational performance. The audits will provide recommendations based on behaviour, operational, facility and equipment performance to reduce energy and water consumption, overall operating costs and greenhouse gas emissions.

**Consequences of Not Funding**

Without investment in energy management incentives the Corporation will be lacking a systematic approach to managing Corporate energy savings within the various City owned facilities.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-ENG-0018-CS-001 Net-Zero Integration Audits	45,000	45,000	45,000	135,000
<b>Expenditures Total</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>	<b>135,000</b>
<b>Financing</b>				
Reserve & Reserve Funds	45,000	45,000	45,000	135,000
<b>Financing Total</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>	<b>135,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Transit Facility Modifications</b>	<b>Project ID :</b> IOT-ENG-0028-CS-002
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Parent ID :</b> IOT-ENG-0028-CS-P
<b>Division :</b>	Engineering	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Construction Services	<b>Completion Year :</b> 2024
<b>Project Classification :</b>	New Projects	

**PROJECT DETAILS**

**Project Description and Justification**

This project seeks to advance the Corporate Energy Management Plan, specifically the greening of the fleet. The project also supports the Net Zero Strategy that Council supported in principle. The electrification of the fleet includes both transit and the general fleet. Electrification has the potential to reduce operating costs and significantly reduce greenhouse gas emissions from the Corporate fleet. The project involves modifications required for the transit facility and mechanical shop, as well as installation of charging infrastructure in order to support the implementation of battery electric buses in the City of Thunder Bay. This project has been submitted to the Phase 3 intake of the Public Transit Stream of the Investing in Canada Infrastructure Program (ICIP) and is contingent upon project approval.

The Renew Thunder Bay Reserve Fund will be used for the required municipal contribution in combination with government funding.

**Consequences of Not Funding**

Not funding this project eliminates the City's ability to take advantage of the potential Public Transit ICIP funding.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>3,595,878</b>	<b>4,703,400</b>	<b>6,649,578</b>	<b>14,948,856</b>
<b>Financing</b>				
Subsidy - Federal Grants	2,636,857	3,449,003	4,876,135	10,961,995
Reserve & Reserve Funds	959,021	1,254,397	1,773,443	3,986,861
<b>Financing Total</b>	<b>3,595,878</b>	<b>4,703,400</b>	<b>6,649,578</b>	<b>14,948,856</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

	Pages	2024	2024	2025	2025	2026	2026
		Gross	Net	Gross	Net	Gross	Net
		Expense	From Tax	Expense	From Tax	Expense	From Tax
<b>Environment</b>							
Stormwater Management							
Trunk Ditching Rural Wards	5-55 to 5-56	130.0	130.0	130.0	130.0	130.0	130.0
Rehabilitation/Replacement Unspecified	5-55 to 5-56	172.2	22.2	0.0	0.0	200.0	200.0
Storm Sewer Inspections	5-55 to 5-56	200.0	200.0	200.0	200.0	200.0	200.0
Residential Drainage Assistance Program	5-55 to 5-56	120.0	120.0	125.0	125.0	125.0	125.0
Outfall Repairs	5-55 to 5-56	25.0	25.0	25.0	25.0	25.0	25.0
Storm Sewer Infrastructure - Intercity Priorities	5-55 to 5-56	1,538.0	22.8	1,446.3	67.8	833.3	50.0
Low Impact Development Stormwater Facilities	5-55 to 5-56	550.0	25.0	550.0	25.0	550.0	25.0
Agnes - Shuniah to McVickar Creek	*	0.0	0.0	0.0	0.0	750.0	450.0
Storm Sewer Lining	*	0.0	0.0	1,252.8	280.0	0.0	0.0
Theresa St - Madeline to Bruce / Grandview Yard Storm	*	0.0	0.0	0.0	0.0	80.0	80.0
Excess Soil Regulatory Requirements	5-55 to 5-56	20.0	20.0	20.0	20.0	20.0	20.0
Andrew Street - Mid-Block to McBean	*	0.0	0.0	100.0	60.0	0.0	0.0
Boulevard Dam Operating Equipment	5-55 to 5-56	150.0	90.0	0.0	0.0	0.0	0.0
Wasco Dr	5-55 to 5-56	120.0	24.0	0.0	0.0	0.0	0.0
Local Rural Drainage Improvements	5-55 to 5-56	300.0	25.0	300.0	50.0	300.0	300.0
Local Urban Drainage Improvements	5-55 to 5-56	150.0	20.0	150.0	50.0	150.0	150.0
Burwood Rd - Central to Oliver	5-55 to 5-56	150.0	30.0	0.0	0.0	0.0	0.0
Central - Burwood to Golf Links	5-55 to 5-56	150.0	30.0	0.0	0.0	0.0	0.0
Pacer Place	*	0.0	0.0	0.0	0.0	150.0	150.0
Lacewood Dr - Nova to 20th Sideroad	*	0.0	0.0	0.0	0.0	150.0	150.0
Murphy and Martin	*	0.0	0.0	100.0	100.0	0.0	0.0
Sherwood Drive - Drainage	*	0.0	0.0	150.0	20.0	0.0	0.0
<b>Total Environment</b>		<b>3,775.2</b>	<b>784.0</b>	<b>4,549.1</b>	<b>1,152.8</b>	<b>3,663.3</b>	<b>2,055.0</b>

\* No capital projects planned for 2024

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

<b>Project Name :</b>	Storm Sewers	<b>Project ID :</b> IOT-ENV-0001-ST-P
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Parent ID :</b> IOT-ENV-0001-ST-P
<b>Division :</b>	Environment	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Stormwater Management	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Asset Maintenance	

**PROJECT DETAILS**

**Project Description and Justification**

Drainage system renewal through replacement of storm water mains and trunk ditching as well as construction of green stormwater management facilities. Studies to improve infrastructure and the City's resilience to climate change continue to be done to provide further direction to this program.

**Consequences of Not Funding**

Continued deterioration of assets. Possible surface flooding and overland flow will not be mitigated. Property damage. Provides matched funding for Disaster Mitigation and Adaptation Fund (DMAF).

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-ENV-0001-ST-001 Trunk Ditching Rural Wards	130,000	130,000	130,000	390,000
IOT-ENV-0001-ST-002 Rehabilitation/Replacement Unspecified	172,200		200,000	372,200
IOT-ENV-0001-ST-003 Storm Sewer Inspections	200,000	200,000	200,000	600,000
IOT-ENV-0001-ST-017 Residential Drainage Assistance Program	120,000	125,000	125,000	370,000
IOT-ENV-0001-ST-019 Outfall Repairs	25,000	25,000	25,000	75,000
IOT-ENV-0001-ST-022 Storm Sewer Infrastructure - Intercity Priorities	1,538,000	1,446,300	833,300	3,817,600
IOT-ENV-0001-ST-039 Low Impact Development Stormwater Facilities	550,000	550,000	550,000	1,650,000
IOT-ENV-0001-ST-067 Agnes - Shuniah to McVickar Creek			750,000	750,000
IOT-ENV-0001-ST-068 Storm Sewer Lining		1,252,800		1,252,800
IOT-ENV-0001-ST-069 Theresa St - Madeline to Bruce / Grandview Yard			80,000	80,000
IOT-ENV-0001-ST-082 Andrew Street - Mid-Block to McBean		100,000		100,000



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

<b>Project Name :</b>	<b>Storm Sewers</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-ENV-0001-ST-P
<b>Division :</b>	Environment	<b>Parent ID :</b> IOT-ENV-0001-ST-P
<b>Divisional Category :</b>	Stormwater Management	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

<b>PROJECT BUDGET</b>
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	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-ENV-0001-ST-087 Boulevard Dam Operating Equipment	150,000			150,000
IOT-ENV-0001-ST-093 Burwood Rd - Central to Oliver	150,000			150,000
IOT-ENV-0001-ST-094 Central - Burwood to Golf Links	150,000			150,000
IOT-ENV-0001-ST-078 Excess Soil Regulatory Requirements	20,000	20,000	20,000	60,000
IOT-ENV-0001-ST-096 Lacewood Dr - Nova to 20th Sideroad			150,000	150,000
IOT-ENV-0001-ST-091 Local Rural Drainage Improvements	300,000	300,000	300,000	900,000
IOT-ENV-0001-ST-092 Local Urban Drainage Improvements	150,000	150,000	150,000	450,000
IOT-ENV-0001-ST-097 Murphy and Martin		100,000		100,000
IOT-ENV-0001-ST-095 Pacer Place			150,000	150,000
IOT-ENV-0001-ST-098 Sherwood Drive - Drainage		150,000		150,000
IOT-ENV-0001-ST-088 Wasco Dr	120,000			120,000
<b>Expenditures Total</b>	<b>3,775,200</b>	<b>4,549,100</b>	<b>3,663,300</b>	<b>11,987,600</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	427,800	902,800	1,375,000	2,705,600
Tax - Enhanced Infrastructure Renewal Program (EIRP)	356,200	250,000	680,000	1,286,200
Subsidy - Federal Grants	875,200	991,300	833,300	2,699,800
Reserve & Reserve Funds	2,116,000	2,405,000	775,000	5,296,000
<b>Financing Total</b>	<b>3,775,200</b>	<b>4,549,100</b>	<b>3,663,300</b>	<b>11,987,600</b>

<b>OPERATING EXPANSION</b>
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	2024	2025	2026	Total
Personnel Services	900	800		1,700
Purchased Services	6,000	8,000	8,000	22,000
<b>Expenses</b>	<b>6,900</b>	<b>8,800</b>	<b>8,000</b>	<b>23,700</b>
<b>Net Cost (Income)</b>	<b>6,900</b>	<b>8,800</b>	<b>8,000</b>	<b>23,700</b>

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

	Pages	2024	2024	2025	2025	2026	2026
		Gross	Net	Gross	Net	Gross	Net
		Expense	From Tax	Expense	From Tax	Expense	From Tax
<b>Parks</b>							
Parks Renewal Program	5-58 to 5-59	2,998.3	1,816.0	2,720.0	1,920.0	2,353.4	2,170.0
Sports Fields	5-60 to 5-61	145.0	145.0	145.0	145.0	145.0	145.0
Recreation Trails	5-62 to 5-63	339.5	300.0	300.0	260.5	339.5	300.0
Maintenance Equipment	5-64	130.0	130.0	130.0	130.0	130.0	130.0
Urban Forest Program	5-65 to 5-66	630.0	630.0	630.0	630.0	630.0	630.0
Golf Course	5-67 to 5-68	125.0	125.0	125.0	125.0	125.0	125.0
<b>Total Parks</b>		<b>4,367.8</b>	<b>3,146.0</b>	<b>4,050.0</b>	<b>3,210.5</b>	<b>3,722.9</b>	<b>3,500.0</b>

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

<b>Project Name :</b>	<b>Parks Renewal Program</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-PKS-0001-GP-P
<b>Division :</b>	Parks	<b>Parent ID :</b> IOT-PKS-0001-GP-P
<b>Divisional Category :</b>	Parks Renewal Program	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Improve, maintain and extend the life of parks system assets. This work is required in order to continue to provide quality parks services to the community. 2024 major projects are the Festival Area, Conservatory site/parking lot renewal, and Vickers Park Lighting.

**Consequences of Not Funding**

Accelerated deterioration of infrastructure. Loss of infrastructure and reduced service levels. Increased risk to public safety, citizen complaints and an inability to respond in a timely manner to infrastructure upgrading needs.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-PKS-0001-GP-001 Lighting and Electrical Upgrading	255,000	200,000	45,000	500,000
IOT-PKS-0001-GP-002 Parks Upgrades and Maintenance	90,000	90,000	175,000	355,000
IOT-PKS-0001-GP-004 Amusement Rides	50,000	50,000	25,000	125,000
IOT-PKS-0001-GP-010 Playground Equipment & Structures	555,000	550,000	200,000	1,305,000
IOT-PKS-0001-GP-013 Parking Lots and Access Roads	1,792,500	1,585,200	883,600	4,261,300
IOT-PKS-0001-GP-014 Priority Infrastructure Renewal	180,800	169,800	949,800	1,300,400
IOT-PKS-0001-GP-020 Historical Artifact Maintenance	50,000	50,000	50,000	150,000
IOT-PKS-0001-GP-012 Parks Asset Data Maintenance	25,000	25,000	25,000	75,000
<b>Expenditures Total</b>	<b>2,998,300</b>	<b>2,720,000</b>	<b>2,353,400</b>	<b>8,071,700</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	125,000	125,000	100,000	350,000

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

<b>Project Name :</b>	<b>Parks Renewal Program</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-PKS-0001-GP-P
<b>Division :</b>	Parks	<b>Parent ID :</b> IOT-PKS-0001-GP-P
<b>Divisional Category :</b>	Parks Renewal Program	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

<b>PROJECT BUDGET</b>
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	2024	2025	2026	Total
<b>Financing</b>				
Tax - Enhanced Infrastructure Renewal Program (EIRP)	1,691,000	1,795,000	2,070,000	5,556,000
Subsidy - Federal Grants	807,300	550,000	183,400	1,540,700
Reserve & Reserve Funds	375,000	250,000		625,000
<b>Financing Total</b>	<b>2,998,300</b>	<b>2,720,000</b>	<b>2,353,400</b>	<b>8,071,700</b>

<b>OPERATING EXPANSION</b>
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	2024	2025	2026	Total
Personnel Services	4,750			4,750
Purchased Services	15,500			15,500
<b>Expenses</b>	<b>20,250</b>			<b>20,250</b>
<b>Net Cost (Income)</b>	<b>20,250</b>			<b>20,250</b>

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

<b>Project Name :</b>	<b>Sport Field Renewal</b>	<b>Project ID :</b> IOT-PKS-0002-AS-P
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Parent ID :</b> IOT-PKS-0002-AS-P
<b>Division :</b>	Parks	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Sports Fields	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Cyclical Asset Replacement	

**PROJECT DETAILS**

**Project Description and Justification**

Ongoing repairs, maintenance and enhancements to playing fields and recreational spaces. Maintenance and renewal of sports fields, ball parks and tennis/pickleball courts.

**Consequences of Not Funding**

Delays in repairs to these facilities lead to increased maintenance costs, potential for injury, risk to public safety, citizen and Sport Association complaints, and possible closures for risk management issues.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-PKS-0002-AS-002 Baseball Diamonds	70,000	70,000	70,000	210,000
IOT-PKS-0002-AS-003 Tennis & Pickleball Courts	25,000	25,000	25,000	75,000
IOT-PKS-0002-AS-004 Soccer Fields	30,000	30,000	30,000	90,000
IOT-PKS-0002-AS-005 Bleacher Seat & Bench Replacement	20,000	20,000	20,000	60,000
<b>Expenditures Total</b>	<b>145,000</b>	<b>145,000</b>	<b>145,000</b>	<b>435,000</b>
<b>Financing</b>				
Tax - Enhanced Infrastructure Renewal Program (EIRP)	145,000	145,000	145,000	435,000
<b>Financing Total</b>	<b>145,000</b>	<b>145,000</b>	<b>145,000</b>	<b>435,000</b>

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

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<b>Project Name :</b>	<b>Sport Field Renewal</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-PKS-0002-AS-P
<b>Division :</b>	Parks	<b>Parent ID :</b> IOT-PKS-0002-AS-P
<b>Divisional Category :</b>	Sports Fields	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> On Going

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<b>OPERATING EXPANSION</b>
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*No Operating Impact*

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

<b>Project Name :</b>	<b>Recreation Trails</b>	<b>Project ID :</b> IOT-PKS-0003-RT-P
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Parent ID :</b> IOT-PKS-0003-RT-P
<b>Division :</b>	Parks	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Recreation Trails	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Asset Maintenance	

**PROJECT DETAILS**

**Project Description and Justification**

Ongoing maintenance and development of municipal multi-use trails. The program includes expansions and routine maintenance of surfaces and linked infrastructure. Projects for 2024 include trail section repairs to address hazards.

**Consequences of Not Funding**

Continued deterioration of the asphalt results in an unsafe walking / riding surface which increases the City's potential liability in case of injury to users. Continued public concerns about safety of the multi-use trail system and lost opportunity to increase the City's commitment to active transportation.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-PKS-0003-RT-001 Trail Reconstruction	339,500	300,000	339,500	979,000
<b>Expenditures Total</b>	<b>339,500</b>	<b>300,000</b>	<b>339,500</b>	<b>979,000</b>
<b>Financing</b>				
Tax - Enhanced Infrastructure Renewal Program (EIRP)	300,000	260,500	300,000	860,500
Reserve & Reserve Funds	39,500	39,500	39,500	118,500
<b>Financing Total</b>	<b>339,500</b>	<b>300,000</b>	<b>339,500</b>	<b>979,000</b>

**OPERATING EXPANSION**

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

<b>Project Name :</b>	<b>Recreation Trails</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-PKS-0003-RT-P
<b>Division :</b>	Parks	<b>Parent ID :</b> IOT-PKS-0003-RT-P
<b>Divisional Category :</b>	Recreation Trails	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

<b>OPERATING EXPANSION</b>
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	2024	2025	2026	Total
Personnel Services	2,500			2,500
Purchased Services	11,100			11,100
<b>Expenses</b>	<b>13,600</b>			<b>13,600</b>
<b>Net Cost (Income)</b>	<b>13,600</b>			<b>13,600</b>



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

<b>Project Name :</b>	<b>Maintenance Equipment - Parks</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-PKS-0004-ME-P
<b>Division :</b>	Parks	<b>Parent ID :</b> IOT-PKS-0004-ME-P
<b>Divisional Category :</b>	Maintenance Equipment	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Programmed replacement of Parks maintenance equipment such as mowers, chainsaws and other small tools and off-street vehicles.

**Consequences of Not Funding**

Not replacing equipment could result in costly repairs. It would jeopardize employee safety and impair operating productivity.

**PROJECT BUDGET**

		2024	2025	2026	Total
<b>Expenditures</b>					
IOT-PKS-0004-ME-001	Small Equipment	130,000	130,000	130,000	390,000
	<b>Expenditures Total</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>390,000</b>
<b>Financing</b>					
Tax - Capital Out of Revenue		130,000	130,000	130,000	390,000
	<b>Financing Total</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>390,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	Urban Forest Program	<b>Project ID :</b> IOT-PKS-0005-UF-P
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Parent ID :</b> IOT-PKS-0005-UF-P
<b>Division :</b>	Parks	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Urban Forest Program	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Asset Maintenance	

**PROJECT DETAILS**

**Project Description and Justification**

Area tree pruning program and customer driven requests to prune trees to minimize or remove risk. Deal with the declining mature urban forest with focused, large scale tree plant/replacement program that targets empty planting locations on City boulevards, green spaces and parks. Young tree structural pruning to proactively deal with tree issues in a cost efficient manner. Support for the Emerald Ash Borer (EAB) program to counteract and deal with the long and short term impacts of the invasive insect on the urban forest. Invasive plant species control, awareness and mitigation. Horticulture operations and services support.

**Consequences of Not Funding**

A declining urban forest if not regularly maintained will create risk situations to the public, loss of habitat, a decrease in property values along with diminishing other socio-economic benefits. The urban forest is also an efficient, effective storm water/climate adaptation methodology that would be at risk with the cessation of funding. Reduced quality and service levels for horticulture assets.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-PKS-0005-UF-001 Urban Forest Stewardship	110,000	110,000	110,000	330,000
IOT-PKS-0005-UF-002 Tree Planting Program	120,000	120,000	120,000	360,000
IOT-PKS-0005-UF-004 EAB Response	400,000	400,000	400,000	1,200,000
<b>Expenditures Total</b>	<b>630,000</b>	<b>630,000</b>	<b>630,000</b>	<b>1,890,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	230,000	230,000	230,000	690,000
Tax - Enhanced Infrastructure Renewal Program (EIRP)	400,000	400,000	400,000	1,200,000
<b>Financing Total</b>	<b>630,000</b>	<b>630,000</b>	<b>630,000</b>	<b>1,890,000</b>

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

<b>Project Name :</b>	<b>Urban Forest Program</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-PKS-0005-UF-P
<b>Division :</b>	Parks	<b>Parent ID :</b> IOT-PKS-0005-UF-P
<b>Divisional Category :</b>	Urban Forest Program	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Golf Course Asset Renewal</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-PKS-0006-GO-P
<b>Division :</b>	Parks	<b>Parent ID :</b> IOT-PKS-0006-GO-P
<b>Divisional Category :</b>	Golf Course	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Cyclical replacement of equipment used to operate golf courses and maintenance and renewal of grounds.

**Consequences of Not Funding**

There would be a reduction in quality and service to the public if equipment is not replaced. Grounds renewal protects against potential turf damage which would otherwise result in lost revenue as cart restriction removes opportunity for those physically unable to play without a cart.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-PKS-0006-GO-001 Equipment Replacement and Renewal	95,000	95,000	95,000	285,000
IOT-PKS-0006-GO-002 Grounds Rehabilitation Program	30,000	30,000	30,000	90,000
<b>Expenditures Total</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>375,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	125,000	125,000	125,000	375,000
<b>Financing Total</b>	<b>125,000</b>	<b>125,000</b>	<b>125,000</b>	<b>375,000</b>

**OPERATING EXPANSION**

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

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<b>Project Name :</b>	<b>Golf Course Asset Renewal</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-PKS-0006-GO-P
<b>Division :</b>	Parks	<b>Parent ID :</b> IOT-PKS-0006-GO-P
<b>Divisional Category :</b>	Golf Course	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> On Going

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<b>OPERATING EXPANSION</b>
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*No Operating Impact*

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Roads</b>							
Bridges and Culverts	5-70 to 5-71	3,876.0	211.7	2,454.5	1,264.5	8,509.0	1,853.7
Pavement Rehabilitation	5-72 to 5-74	12,477.0	2,017.0	9,457.8	2,124.5	12,138.3	2,938.3
Streetlighting	5-75 to 5-76	810.0	655.0	725.0	725.0	500.0	500.0
Traffic Signals	5-77 to 5-78	2,355.0	1,705.0	1,710.0	1,635.0	710.0	635.0
Sidewalks New	5-79 to 5-80	821.3	219.0	1,124.9	300.0	2,661.1	635.0
Sidewalks Replacement	5-81 to 5-82	925.0	308.0	690.0	276.0	725.0	313.0
Road Network Improvements	5-83 to 5-84	600.0	240.0	6,000.0	50.0	0.0	0.0
Rural Roads	5-85 to 5-86	125.0	125.0	125.0	125.0	275.0	275.0
Local Improvement	5-87	50.0	50.0	50.0	50.0	50.0	50.0
Other	5-88	25.0	25.0	25.0	25.0	0.0	0.0
<b>Total Roads</b>		<b>22,064.3</b>	<b>5,555.7</b>	<b>22,362.2</b>	<b>6,575.0</b>	<b>25,568.4</b>	<b>7,200.0</b>

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

<b>Project Name :</b>	<b>Bridges &amp; Culverts</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0001-BR-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0001-BR-P
<b>Divisional Category :</b>	Bridges and Culverts	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

A bridge management system was developed to facilitate a long term bridge program which will extend lifecycles, improve serviceability and enhance safety. Projects are recommended based on the bi-annual budget inspection program.

**Consequences of Not Funding**

Continued deterioration of assets. Safety and serviceability of the City's structures could be jeopardized. Possible load restriction posting or closure of structures.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-RDS-0001-BR-011 Culvert Replacement Program	100,000	100,000	200,000	400,000
IOT-RDS-0001-BR-008 Detailed Visual Bridge Inspection	125,000		125,000	250,000
IOT-RDS-0001-BR-026 Vickers Carrick Multi-Use Trail Bridge			2,404,000	2,404,000
IOT-RDS-0001-BR-023 Pedestrian Bridge Rehabilitation and Replacement	1,371,000	1,004,500		2,375,500
IOT-RDS-0001-BR-037 Black Bay - Bridge Design		175,000		175,000
IOT-RDS-0001-BR-038 Cumberland St - Structural Evaluation		50,000		50,000
IOT-RDS-0001-BR-034 Madeline Culvert Headwall			80,000	80,000
IOT-RDS-0001-BR-031 McKellar Bridge Deck Replacement	1,000,000			1,000,000
IOT-RDS-0001-BR-028 New Pedestrian Bridge & Construction (Girder	1,180,000			1,180,000
IOT-RDS-0001-BR-035 Pacific Ave - Bridge Design		125,000		125,000
IOT-RDS-0001-BR-040 Pacific Ave Bridge Reconstruction			5,600,000	5,600,000

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

<b>Project Name :</b>	<b>Bridges &amp; Culverts</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0001-BR-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0001-BR-P
<b>Divisional Category :</b>	Bridges and Culverts	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-RDS-0001-BR-033 Structural Culvert Design	100,000			100,000
IOT-RDS-0001-BR-039 Structural Culvert Replacement		1,000,000		1,000,000
IOT-RDS-0001-BR-036 William St - Bridge Design			100,000	100,000
<b>Expenditures Total</b>	<b>3,876,000</b>	<b>2,454,500</b>	<b>8,509,000</b>	<b>14,839,500</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	211,700	264,500	1,853,700	2,329,900
Tax - Enhanced Infrastructure Renewal Program (EIRP)		1,000,000		1,000,000
Subsidy - Federal Grants	780,000			780,000
Reserve & Reserve Funds	2,884,300	1,190,000	6,655,300	10,729,600
<b>Financing Total</b>	<b>3,876,000</b>	<b>2,454,500</b>	<b>8,509,000</b>	<b>14,839,500</b>

**OPERATING EXPANSION**

*No Operating Impact*



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

<b>Project Name :</b>	<b>Pavement Rehabilitation</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0003-AR-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0003-AR-P
<b>Divisional Category :</b>	Pavement Rehabilitation	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Preventative maintenance and rehabilitation projects to increase pavement life and reduce lifecycle costs. Reconstruction projects where pavement has failed and where safety may be compromised, alignment improvements are needed, or integrated with underground infrastructure replacements.

**Consequences of Not Funding**

Pavement network deterioration will continue and capital and maintenance costs will increase. Roadway network performance remains inadequate, pavement lifecycle costs rise, and the Corporation faces increased liability.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-RDS-0003-AR-001 Asphalt - Miscellaneous Patching	550,000	550,000	533,300	1,633,300
IOT-RDS-0003-AR-003 Guide Rails / Retaining Walls	50,000	50,000	50,000	150,000
IOT-RDS-0003-AR-006 Surface and Crack Sealing	275,000	275,000	275,000	825,000
IOT-RDS-0003-AR-007 Asphalt - Pavement Management	130,000	150,000	150,000	430,000
IOT-RDS-0003-AR-008 Railway Crossing Improvements	200,000	200,000	200,000	600,000
IOT-RDS-0003-AR-044 Asphalt - Enhanced Pavement Management	182,000	185,000	185,000	552,000
IOT-RDS-0003-AR-045 Enhanced Residential Road Work	750,000	1,000,000	975,000	2,725,000
IOT-RDS-0003-AR-005 Pavement Rehabilitation Forecasting		72,800		72,800
IOT-RDS-0003-AR-041 Wasco Drive	500,000			500,000
IOT-RDS-0003-AR-050 Water St - Cumberland to Bay			1,295,000	1,295,000
IOT-RDS-0003-AR-089 106th Ave - 108th to Island			500,000	500,000

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

<b>Project Name :</b>	<b>Pavement Rehabilitation</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0003-AR-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0003-AR-P
<b>Divisional Category :</b>	Pavement Rehabilitation	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

<b>PROJECT BUDGET</b>
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	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-RDS-0003-AR-108 Darryl Ave - City Rd to Sawmill (return to gravel)	140,000			140,000
IOT-RDS-0003-AR-125 Onion Lake Rd - North 1.3 km Section	500,000			500,000
IOT-RDS-0003-AR-139 Theresa St - Madeline to Bruce			300,000	300,000
IOT-RDS-0003-AR-184 Arthur St - Hwy 61 to Parkdale			1,200,000	1,200,000
IOT-RDS-0003-AR-195 Arthur St - Mountdale to James	700,000			700,000
IOT-RDS-0003-AR-162 Arthur Street - Brodie to Selkirk		1,800,000		1,800,000
IOT-RDS-0003-AR-164 Balmoral - Cameron to Arthur			2,000,000	2,000,000
IOT-RDS-0003-AR-157 Balmoral - Cameron to Floodway	2,000,000			2,000,000
IOT-RDS-0003-AR-189 Brock St - Brown to Heath		150,000		150,000
IOT-RDS-0003-AR-192 Current Ave, Current Bay & Richard St	200,000			200,000
IOT-RDS-0003-AR-190 Dease - May to Simpson	500,000			500,000
IOT-RDS-0003-AR-166 Edward Street - Victoria to Riverview	450,000			450,000
IOT-RDS-0003-AR-161 Edward Street - William to Harbour		500,000		500,000
IOT-RDS-0003-AR-191 Finlayson - May to Simpson			250,000	250,000
IOT-RDS-0003-AR-163 Harbour Expressway - Fort William Road to	1,100,000			1,100,000
IOT-RDS-0003-AR-175 Hawkridge Dr - Falconcrest to New Pavement		400,000		400,000
IOT-RDS-0003-AR-145 Hot-In-Place Asphalt Recycling	1,000,000	1,000,000	1,000,000	3,000,000
IOT-RDS-0003-AR-185 John St Rd - Community Hall to Thompson			650,000	650,000
IOT-RDS-0003-AR-188 Leith - May to Archibald		50,000		50,000
IOT-RDS-0003-AR-187 Leith - May to Simpson			200,000	200,000
IOT-RDS-0003-AR-193 Maple Avenue			300,000	300,000
IOT-RDS-0003-AR-172 Mapleward Rd - Landfill to Oliver Rd	675,000			675,000
IOT-RDS-0003-AR-160 Memorial Avenue - 2nd to John		1,200,000		1,200,000
IOT-RDS-0003-AR-165 Memorial Avenue - Harbour to Isabel	1,100,000			1,100,000
IOT-RDS-0003-AR-186 Mountain Rd - Hwy 61 to Tuxedo			500,000	500,000
IOT-RDS-0003-AR-158 Mountdale - Walsh to Arthur			400,000	400,000
IOT-RDS-0003-AR-194 Poplar Avenue	450,000			450,000
IOT-RDS-0003-AR-159 River Street - Algoma to High			950,000	950,000
IOT-RDS-0003-AR-180 Roundabout - Marina Overpass/Cumberland		1,000,000		1,000,000
IOT-RDS-0003-AR-174 Sherwood Dr - Valley to Dawson		650,000		650,000
IOT-RDS-0003-AR-183 Simpson St - Rowand to Dease	800,000			800,000
IOT-RDS-0003-AR-198 Surface Treatment	225,000	225,000	225,000	675,000
<b>Expenditures Total</b>	<b>12,477,000</b>	<b>9,457,800</b>	<b>12,138,300</b>	<b>34,073,100</b>

<b>Financing</b>				
Tax - Capital Out of Revenue	420,000	514,500	1,370,000	2,304,500
Tax - Enhanced Infrastructure Renewal Program (EIRP)	1,597,000	1,610,000	1,568,300	4,775,300
Subsidy - Provincial Grants	400,000	400,000	400,000	1,200,000
Reserve & Reserve Funds	10,060,000	6,933,300	8,800,000	25,793,300
<b>Financing Total</b>	<b>12,477,000</b>	<b>9,457,800</b>	<b>12,138,300</b>	<b>34,073,100</b>

<b>OPERATING EXPANSION</b>
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**CITY OF THUNDER BAY**  
**Capital Project Detail Sheet**  
**2024 - 2026 Capital Budget Forecast**

<b>Project Name :</b>	<b>Pavement Rehabilitation</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0003-AR-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0003-AR-P
<b>Divisional Category :</b>	Pavement Rehabilitation	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

<b>OPERATING EXPANSION</b>
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	2024	2025	2026	Total
Materials	200			200
<b>Expenses</b>	<b>200</b>			<b>200</b>
<b>Net Cost (Income)</b>	<b>200</b>			<b>200</b>

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

<b>Project Name :</b>	<b>Street Lighting</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0010-SL-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0010-SL-P
<b>Divisional Category :</b>	Streetlighting	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Installation of new street lighting on road reconstruction projects and in conjunction with any Synergy North pole line rebuild/removal projects. Upgrading of the existing street light system to a more modern and reliable system.

**Consequences of Not Funding**

Existing street lighting systems removed as part of road reconstruction projects and/or Synergy North pole line reconstruction projects would not be replaced resulting in no illumination. The existing street lighting system would continue to deteriorate resulting in increased outages, unsafe poles, public concern for safety and increased maintenance costs.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-RDS-0010-SL-001 Underground Upgrade Program	40,000	40,000	40,000	120,000
IOT-RDS-0010-SL-002 System Upgrading Program	120,000	130,000	130,000	380,000
IOT-RDS-0010-SL-004 Pole Replacement Program	80,000	80,000	80,000	240,000
IOT-RDS-0010-SL-031 Underground Duct Replacement for Sidewalk/Rds	100,000	100,000	100,000	300,000
IOT-RDS-0010-SL-032 Synergy Permitting Costs	5,000	5,000	5,000	15,000
IOT-RDS-0010-SL-033 Fault Repairs	20,000	20,000	20,000	60,000
IOT-RDS-0010-SL-074 Brock St - Brown to Heath		60,000		60,000
IOT-RDS-0010-SL-069 Brodie St - Miles to Donald		45,000		45,000
IOT-RDS-0010-SL-052 Chapples Drive Loop Underground	100,000			100,000
IOT-RDS-0010-SL-071 Dease St - May to Simpson	75,000			75,000
IOT-RDS-0010-SL-072 Maple Avenue			45,000	45,000

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

<b>Project Name :</b>	<b>Street Lighting</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0010-SL-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0010-SL-P
<b>Divisional Category :</b>	Streetlighting	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-RDS-0010-SL-075 Memorial Avenue		200,000	80,000	280,000
IOT-RDS-0010-SL-073 Poplar Avenue	80,000			80,000
IOT-RDS-0010-SL-047 Riverview - James to Arthur	100,000			100,000
IOT-RDS-0010-SL-070 Victoria Ave - Archibald to McKellar		45,000		45,000
IOT-RDS-0010-SL-064 Wasco Dr	90,000			90,000
<b>Expenditures Total</b>	<b>810,000</b>	<b>725,000</b>	<b>500,000</b>	<b>2,035,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	365,000	375,000	375,000	1,115,000
Tax - Enhanced Infrastructure Renewal Program (EIRP)	290,000	350,000	125,000	765,000
Reserve & Reserve Funds	155,000			155,000
<b>Financing Total</b>	<b>810,000</b>	<b>725,000</b>	<b>500,000</b>	<b>2,035,000</b>

**OPERATING EXPANSION**

**No Operating Impact**

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

<b>Project Name :</b>	<b>Traffic Signals</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0007-TS-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0007-TS-P
<b>Divisional Category :</b>	Traffic Signals	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Rebuild existing traffic signals as required, construct new or remove existing traffic signals when warranted and upgrade existing traffic signal components to provide the required levels of service. Installation of new traffic calming measures and pedestrian crossovers. Traffic signal network renewal.

**Consequences of Not Funding**

Continued deterioration of assets and possible loss of functioning of warranted traffic control. New traffic control for pedestrians, cyclists and vehicles will not be constructed resulting in traffic congestion, delays and public concerns for road user safety.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-RDS-0007-TS-001 Controller Upgrading Program	110,000	110,000	110,000	330,000
IOT-RDS-0007-TS-002 Detection Program	70,000	80,000	80,000	230,000
IOT-RDS-0007-TS-003 Audible Pedestrian Signals	25,000	25,000	25,000	75,000
IOT-RDS-0007-TS-005 Signal Upgrading Program	20,000	20,000	20,000	60,000
IOT-RDS-0007-TS-014 Pedestrian Crossovers	215,000	225,000	225,000	665,000
IOT-RDS-0007-TS-017 Traffic Calming	140,000	150,000	150,000	440,000
IOT-RDS-0007-TS-016 Intersection Partial Rebuilds	75,000	75,000	75,000	225,000
IOT-RDS-0007-TS-019 Traffic Signal Removal	25,000	25,000	25,000	75,000
IOT-RDS-0007-TS-024 Memorial & John Signal Rebuild	250,000			250,000
IOT-RDS-0007-TS-031 Railway Signal Upgrades	425,000			425,000
IOT-RDS-0007-TS-025 Traffic Signal Communications	1,000,000	1,000,000		2,000,000

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

<b>Project Name :</b>	<b>Traffic Signals</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0007-TS-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0007-TS-P
<b>Divisional Category :</b>	Traffic Signals	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT BUDGET**

		2024	2025	2026	Total
<b>Expenditures</b>					
	<b>Expenditures Total</b>	<b>2,355,000</b>	<b>1,710,000</b>	<b>710,000</b>	<b>4,775,000</b>
<b>Financing</b>					
Tax - Capital Out of Revenue		520,000	450,000	450,000	1,420,000
Tax - Enhanced Infrastructure Renewal Program (EIRP)		1,185,000	1,185,000	185,000	2,555,000
Subsidy - Federal Grants		75,000	75,000	75,000	225,000
Reserve & Reserve Funds		575,000			575,000
	<b>Financing Total</b>	<b>2,355,000</b>	<b>1,710,000</b>	<b>710,000</b>	<b>4,775,000</b>

**OPERATING EXPANSION**

	2024	2025	2026	Total
Personnel Services	8,500	6,000		14,500
Purchased Services	125,000			125,000
Materials	2,400	3,200		5,600
<b>Expenses</b>	<b>135,900</b>	<b>9,200</b>		<b>145,100</b>
<b>Net Cost (Income)</b>	<b>135,900</b>	<b>9,200</b>		<b>145,100</b>

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

<b>Project Name :</b>	Sidewalks-New	<b>Project ID :</b> IOT-RDS-0008-SN-P
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Parent ID :</b> IOT-RDS-0008-SN-P
<b>Division :</b>	Roads	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Sidewalks New	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	New Projects	

**PROJECT DETAILS**

**Project Description and Justification**

Construct new sidewalks to provide for safe and convenient pedestrian movement, including providing improved linkages to transit stops.

**Consequences of Not Funding**

Pedestrians will have to either walk on the boulevard or on the roadway, which increases risk to their safety and reduces motivation to participate in active transportation.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-RDS-0008-SN-022 Dufferin St - S/S High to Rollins			45,000	45,000
IOT-RDS-0008-SN-049 Cameron St - Balmoral St S to Vickers St N n/s			455,600	455,600
IOT-RDS-0008-SN-047 Central Ave - Tungsten to Memorial s/s			433,100	433,100
IOT-RDS-0008-SN-042 Frederica St W - Home to James St S n/s	416,200			416,200
IOT-RDS-0008-SN-045 Gordon Ave - Balsam to High St N n/s	146,300			146,300
IOT-RDS-0008-SN-050 John St Rd - Moore Ave to Valley St n/s			866,200	866,200
IOT-RDS-0008-SN-043 Leland Ave S - Victoria Ave W to Donald St W w/s	129,400			129,400
IOT-RDS-0008-SN-046 Oliver Rd - Keith Jobbit Dr to Balmoral n/s		1,124,900		1,124,900
IOT-RDS-0008-SN-048 Pacific Ave W - Prince Arthur Blvd to McKenzie s/s			326,200	326,200
IOT-RDS-0008-SN-044 Toledo St - Superior Ave to Huron Ave w/s	129,400			129,400
IOT-RDS-0008-SN-040 Waterloo B/S - Arthur to Victoria			535,000	535,000



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

<b>Project Name :</b>	<b>Sidewalks-New</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0008-SN-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0008-SN-P
<b>Divisional Category :</b>	Sidewalks New	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b> On Going

<b>PROJECT BUDGET</b>
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		2024	2025	2026	Total
<b>Expenditures</b>					
	<b>Expenditures Total</b>	<b>821,300</b>	<b>1,124,900</b>	<b>2,661,100</b>	<b>4,607,300</b>
<b>Financing</b>					
Tax - Capital Out of Revenue		123,900	300,000	635,000	1,058,900
Tax - Enhanced Infrastructure Renewal Program (EIRP)		95,100			95,100
Subsidy - Federal Grants		602,300	824,900	1,526,100	2,953,300
Reserve & Reserve Funds				500,000	500,000
	<b>Financing Total</b>	<b>821,300</b>	<b>1,124,900</b>	<b>2,661,100</b>	<b>4,607,300</b>

<b>OPERATING EXPANSION</b>
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	2024	2025	2026	Total
Personnel Services	4,700	2,500		7,200
Materials	200	900		1,100
<b>Expenses</b>	<b>4,900</b>	<b>3,400</b>		<b>8,300</b>
<b>Net Cost (Income)</b>	<b>4,900</b>	<b>3,400</b>		<b>8,300</b>

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

<b>Project Name :</b>	<b>Sidewalk Replacements</b>	<b>Project ID :</b> IOT-RDS-0006-SR-P
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Parent ID :</b> IOT-RDS-0006-SR-P
<b>Division :</b>	Roads	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Sidewalks Replacement	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Asset Maintenance	

**PROJECT DETAILS**

**Project Description and Justification**

Replacement of existing sidewalks, including hollow sidewalks. Sidewalk rehabilitation alternatives (ie. lift and level, grinding) and construction of sidewalk ramps and intersections to meet AODA requirements.

**Consequences of Not Funding**

Sidewalks will continue to deteriorate which may result in liabilities for the Corporation. Deteriorated pedestrian facilities lead to less participation in active transportation, negatively affecting resident and environmental health.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-RDS-0006-SR-003 Sidewalk Rehab Alternatives	100,000	100,000	100,000	300,000
IOT-RDS-0006-SR-004 Accessibility Sidewalk Ramp - South	35,000	35,000	35,000	105,000
IOT-RDS-0006-SR-009 Accessibility Sidewalk Ramp - North	35,000	35,000	35,000	105,000
IOT-RDS-0006-SR-097 Algoma St N - Red River Rd to Camelot St - W/S			110,000	110,000
IOT-RDS-0006-SR-085 Arthur St W - James St S to Mountdale Ave	85,000			85,000
IOT-RDS-0006-SR-087 Begin St W - Brown St to Edward St S - S/S		100,000		100,000
IOT-RDS-0006-SR-077 Brock St - Brown to Heath		25,000		25,000
IOT-RDS-0006-SR-081 County Blvd - Perth Cr to East Ave - W/S	60,000			60,000
IOT-RDS-0006-SR-078 Dease - May to Simpson	40,000			40,000
IOT-RDS-0006-SR-082 Donald St E - Edward ST S to Oakwood St	130,000			130,000
IOT-RDS-0006-SR-080 Elm St - House 113 to Cottonwood Cres - E/S	70,000			70,000

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

<b>Project Name :</b>	<b>Sidewalk Replacements</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0006-SR-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0006-SR-P
<b>Divisional Category :</b>	Sidewalks Replacement	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

<b>PROJECT BUDGET</b>
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	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-RDS-0006-SR-079 Finlayson - May to Simpson			40,000	40,000
IOT-RDS-0006-SR-088 Hilldale Rd & Dawson Rd Intersection		70,000		70,000
IOT-RDS-0006-SR-084 Junot Ave - Red River Rd to Stardust Cr - B/S	135,000			135,000
IOT-RDS-0006-SR-076 Leith - May to Archibald		15,000		15,000
IOT-RDS-0006-SR-075 Leith - May to Simpson			25,000	25,000
IOT-RDS-0006-SR-092 McKenzie St - Rowand St to Pacific Ave W - W/S			55,000	55,000
IOT-RDS-0006-SR-093 Moodie St E - Ford St S to Edward St S - N/S			205,000	205,000
IOT-RDS-0006-SR-089 Moodie St E - Waterloo St S to Edward St S - S/S		310,000		310,000
IOT-RDS-0006-SR-091 Ontario St - Spofford St to 1st Avenue			120,000	120,000
IOT-RDS-0006-SR-098 Redwood Ave W - University to Sherbrooke - N/S	135,000			135,000
IOT-RDS-0006-SR-083 Valleywood Cr - Fassina St to 526- B/S	100,000			100,000
<b>Expenditures Total</b>	<b>925,000</b>	<b>690,000</b>	<b>725,000</b>	<b>2,340,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	178,700	176,000	213,000	567,700
Tax - Enhanced Infrastructure Renewal Program (EIRP)	129,300	100,000	100,000	329,300
Reserve & Reserve Funds	617,000	414,000	412,000	1,443,000
<b>Financing Total</b>	<b>925,000</b>	<b>690,000</b>	<b>725,000</b>	<b>2,340,000</b>

<b>OPERATING EXPANSION</b>
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**No Operating Impact**

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

<b>Project Name :</b>	<b>Road Network Improvements</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0004-RN-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0004-RN-P
<b>Divisional Category :</b>	Road Network Improvements	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Construct new road infrastructure or make significant improvements to existing roadways based on traffic studies and development planning. The reconstruction of Victoria Avenue will result in improved pedestrian realm with premier finishes.

**Consequences of Not Funding**

The current road infrastructure will remain unchanged and the problems which are occurring will continue. The improvements are recommendations which will assist with traffic flow and correct existing problems. Without incorporating the solution the problems will continue and may escalate. Traffic congestion increases commute times, energy consumption and greenhouse gas emissions. Completing these projects can assist the City in meeting its energy reduction targets.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-RDS-0004-RN-009 NW Arterial	150,000			150,000
IOT-RDS-0004-RN-023 City Rd and James St Intersection	450,000			450,000
IOT-RDS-0004-RN-022 Victoria Ave Reconstruction		6,000,000		6,000,000
<b>Expenditures Total</b>	<b>600,000</b>	<b>6,000,000</b>		<b>6,600,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	150,000	50,000		200,000
Tax - Enhanced Infrastructure Renewal Program (EIRP)	90,000			90,000
Reserve & Reserve Funds	360,000	5,950,000		6,310,000
<b>Financing Total</b>	<b>600,000</b>	<b>6,000,000</b>		<b>6,600,000</b>

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

<b>Project Name :</b>	<b>Road Network Improvements</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0004-RN-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0004-RN-P
<b>Divisional Category :</b>	Road Network Improvements	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b> On Going

OPERATING EXPANSION
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	2024	2025	2026	Total
Personnel Services	16,800			16,800
<b>Expenses</b>	<b>16,800</b>			<b>16,800</b>
<b>Net Cost (Income)</b>	<b>16,800</b>			<b>16,800</b>

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

<b>Project Name :</b>	<b>Rural Roads</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0005-RU-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0005-RU-P
<b>Divisional Category :</b>	Rural Roads	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Placing granular material on rural roads on which the surface has deteriorated to a condition where driveability is being affected, safety may be compromised, water is ponding on roads and there is a general desire for improvements to the road surface. Funding levels for this work have remained the same even though cost per km has increased.

**Consequences of Not Funding**

Increased liability to the corporation and further deterioration of the rural roadway system.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-RDS-0005-RU-001 Rural Roads Granular Upgrades	125,000	125,000	125,000	375,000
IOT-RDS-0005-RU-002 Sandy Beach Rd			150,000	150,000
<b>Expenditures Total</b>	<b>125,000</b>	<b>125,000</b>	<b>275,000</b>	<b>525,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue		25,000	175,000	200,000
Tax - Enhanced Infrastructure Renewal Program (EIRP)	125,000	100,000	100,000	325,000
<b>Financing Total</b>	<b>125,000</b>	<b>125,000</b>	<b>275,000</b>	<b>525,000</b>

**OPERATING EXPANSION**

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

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<b>Project Name :</b>	<b>Rural Roads</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0005-RU-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0005-RU-P
<b>Divisional Category :</b>	Rural Roads	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

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<b>OPERATING EXPANSION</b>
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*No Operating Impact*

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

<b>Project Name :</b>	<b>Local Improvements-Paving, Curb, &amp; Gutter</b>		
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b>	IOT-RDS-0009-LI-P
<b>Division :</b>	Roads	<b>Parent ID :</b>	IOT-RDS-0009-LI-P
<b>Divisional Category :</b>	Local Improvement	<b>Requested Year :</b>	2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b>	On Going

**PROJECT DETAILS**

**Project Description and Justification**

To provide local improvements under regulation 586/06. Opening a road, paving, curb and gutter, sidewalk, streetlighting and underground servicing are eligible local improvements.

**Consequences of Not Funding**

No roadway would be built, property could not be developed or improved.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-RDS-0009-LI-002 Unspecified Local Improvements For Forecasting	50,000	50,000	50,000	150,000
<b>Expenditures Total</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>150,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	50,000	50,000	50,000	150,000
<b>Financing Total</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>150,000</b>

**OPERATING EXPANSION**

*No Operating Impact*



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

<b>Project Name :</b>	<b>Remote Weather Station</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-RDS-0019-OT-P
<b>Division :</b>	Roads	<b>Parent ID :</b> IOT-RDS-0019-OT-P
<b>Divisional Category :</b>	Other	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b> 2024

**PROJECT DETAILS**

**Project Description and Justification**

A weather station system would provide timely monitoring of roadway conditions and aid in the evaluation process to deploy resources in a effective and efficient manner. Five (5) stations are proposed to cover the City.

**Consequences of Not Funding**

Exposure to liability in providing a timely response to winter events and not meeting Roads Maintenance Objective to monitor and recording of weather conditions.

**PROJECT BUDGET**

		2024	2025	2026	Total
<b>Expenditures</b>					
IOT-RDS-0019-OT-001 Weather Station		25,000	25,000		50,000
<b>Expenditures Total</b>		<b>25,000</b>	<b>25,000</b>		<b>50,000</b>
<b>Financing</b>					
Tax - Capital Out of Revenue		25,000	25,000		50,000
<b>Financing Total</b>		<b>25,000</b>	<b>25,000</b>		<b>50,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

	Pages	2024	2024	2025	2025	2026	2026
		Gross	Net	Gross	Net	Gross	Net
		Expense	From Tax	Expense	From Tax	Expense	From Tax
<b>Solid Waste &amp; Diversion</b>							
Solid Waste & Diversion							
Solid Waste Management Strategy Initiatives	*	0.0	0.0	82.4	82.4	0.0	0.0
Organics Program	5-90 to 5-91	2,465.0	75.0	760.0	677.6	180.0	180.0
Auto-Cart Program	5-90 to 5-91	3,600.0	0.0	900.0	868.0	210.0	210.0
Hazardous Waste Facility Upgrades	*	0.0	0.0	0.0	0.0	75.0	75.0
<b>Total Solid Waste &amp; Diversion</b>		<b>6,065.0</b>	<b>75.0</b>	<b>1,742.4</b>	<b>1,628.0</b>	<b>465.0</b>	<b>465.0</b>

\* No capital projects planned for 2024

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

<b>Project Name :</b>	<b>Solid Waste Management</b>	<b>Project ID :</b> IOT-SOW-0003-SW-P
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Parent ID :</b> IOT-SOW-0003-SW-P
<b>Division :</b>	Solid Waste & Diversion	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Solid Waste & Diversion	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	New Projects	

**PROJECT DETAILS**

**Project Description and Justification**

Capital spending to maintain tax supported solid waste program infrastructure. Work associated with planning for the provincially mandated organics (Green Bin) program, including the purchase of automated organic (Green Bin) and garbage collection carts. Continued implementation planning to advance recommendations of the Solid Waste Management Strategy. This includes funding further studies, pilot projects and communications as a result of the plan.

**Consequences of Not Funding**

Failure to fund could result in non-compliance of current and future provincially mandated programming and increase risk to public health, safety, and the environment.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOT-SOW-0003-SW-004 Auto-Cart Program	3,600,000	900,000	210,000	4,710,000
IOT-SOW-0003-SW-005 Hazardous Waste Facility Upgrades			75,000	75,000
IOT-SOW-0003-SW-002 Organics Program	2,465,000	760,000	180,000	3,405,000
IOT-SOW-0003-SW-001 Solid Waste Management Strategy Initiatives		82,400		82,400
<b>Expenditures Total</b>	<b>6,065,000</b>	<b>1,742,400</b>	<b>465,000</b>	<b>8,272,400</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	75,000	1,628,000	465,000	2,168,000
Reserve & Reserve Funds	5,990,000	114,400		6,104,400
<b>Financing Total</b>	<b>6,065,000</b>	<b>1,742,400</b>	<b>465,000</b>	<b>8,272,400</b>

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

<b>Project Name :</b>	<b>Solid Waste Management</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-SOW-0003-SW-P
<b>Division :</b>	Solid Waste & Diversion	<b>Parent ID :</b> IOT-SOW-0003-SW-P
<b>Divisional Category :</b>	Solid Waste & Diversion	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b> On Going

**OPERATING EXPANSION**

*No Operating Impact*

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Development Services</b>							
Asset Maintenance and Replacement	5-93	70.0	70.0	0.0	0.0	0.0	0.0
Planning Services							
Aerial Photography	5-94	100.0	100.0	65.0	65.0	65.0	65.0
Planning Studies	5-95	100.0	100.0	150.0	150.0	150.0	150.0
Northern Ontario Orthophotography Project	*	0.0	0.0	0.0	0.0	22.0	22.0
Strategic Core Areas Community Improvement Plan (CIP)	5-96	100.0	100.0	100.0	100.0	100.0	100.0
Heritage Grant Program	5-97	50.0	50.0	50.0	50.0	50.0	50.0
Realty							
Victoriaville Demolition and Streetscaping	5-98	10,700.0	0.0	0.0	0.0	0.0	0.0
<b>Total Development Services</b>		<b>11,120.0</b>	<b>420.0</b>	<b>365.0</b>	<b>365.0</b>	<b>387.0</b>	<b>387.0</b>

\* No capital projects planned for 2024

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

<b>Project Name :</b>	<b>Asset Maintenance and Replacement</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-GMO-0001-AD
<b>Division :</b>	Development Services	<b>Parent ID :</b> IOT-GMO-0001-AD
<b>Divisional Category :</b>	Support Services	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

This requested funding is to continue with renovations and work station replacement to support digitization, maximize the use of available space, improve employee satisfaction and provide for proper ergonomics

The way Development Services work is changing with the digitization of services, current work stations are no longer suitable.). With the move of Municipal Enforcement Services there is an opportunity to recapture the space and align the work station renovation to incorporate elements from the idea-thon such as providing for a collaborative work space area.

The new work stations will be designed to align with the corporate space planning guidelines.

**Consequences of Not Funding**

Not moving forward with work stations renovation would hinder the success of a change from paper to a more efficient digital process and create a greater potential for WSIB claims due to work stations no longer being ergonomically correct for the new technology required to complete work digitally.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	70,000			70,000
<b>Financing</b>				
Tax - Capital Out of Revenue	70,000			70,000
<b>Financing Total</b>	70,000			70,000

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Aerial Photography</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-PLN-0001-PL
<b>Division :</b>	Development Services	<b>Parent ID :</b> IOT-PLN-0001-PL
<b>Divisional Category :</b>	Planning Services	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

This requested funding is primarily for the provision of current and high quality Aerial photography and LiDAR (3D mapping) that supports the City's internal planning and operational requirements and also is made available to partner agencies and the public.

Aerial photography is scheduled to be updated in 2024. The LiDAR expense is approximately \$15,000 annually

**Consequences of Not Funding**

Not funding will result in the inability to keep mapping resources current which importantly supports planning and operational requirements.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>100,000</b>	<b>65,000</b>	<b>65,000</b>	<b>230,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	100,000	65,000	65,000	230,000
<b>Financing Total</b>	<b>100,000</b>	<b>65,000</b>	<b>65,000</b>	<b>230,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Planning Studies</b>	<b>Project ID :</b> IOT-PLN-0003-PL
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Parent ID :</b> IOT-PLN-0003-PL
<b>Division :</b>	Development Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Planning Services	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	New Projects	

**PROJECT DETAILS**

**Project Description and Justification**

These funds will be used to undertake planning initiatives where internal resources are not sufficient or additional expertise is required.

2024 Capital funds will be used to complete, supplement or implement ongoing Planning Studies and initiatives such as work related to housing initiatives and requirements of changing Planning legislation.

**Consequences of Not Funding**

Not proceeding the required studies and initiatives may result in non compliance with legislation or development limitations.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>100,000</b>	<b>150,000</b>	<b>150,000</b>	<b>400,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	100,000	150,000	150,000	400,000
<b>Financing Total</b>	<b>100,000</b>	<b>150,000</b>	<b>150,000</b>	<b>400,000</b>

**OPERATING EXPANSION**

*No Operating Impact*



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

<b>Project Name :</b>	<b>Strategic Core Areas Community Improvement Plan (CIP)</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-PLN-0008-PL
<b>Division :</b>	Development Services	<b>Parent ID :</b> IOT-PLN-0008-PL
<b>Divisional Category :</b>	Planning Services	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

The CIP, as approved by Council through R145/2020, supports the upgrading of buildings in the City's Strategic Core Areas through grants that include reimbursement of building/planning fees and financial incentives for upper floor residential/office and lower floor commercial conversion/improvement and façade improvements. Grants can be combined for a total contribution of up to \$25,000 per property. Many businesses have experienced unprecedented challenges as a result of the pandemic and must adapt the business and physical space. Also there is momentum and opportunity connected to the Reimagining the North Core Streetscapes project and the VictoriaVille demolition and reconstruction of Victoria Avenue.

**Consequences of Not Funding**

Not funding the program in 2024 will interrupt the momentum that has been building and could deter businesses from making property improvements that support the health and viability of the City's downtowns.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	100,000	100,000	100,000	300,000
<b>Financing</b>				
Tax - Capital Out of Revenue	100,000	100,000	100,000	300,000
<b>Financing Total</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>300,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Heritage Grant Program</b>	<b>Project ID :</b> IOT-PLN-0009-PL
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Parent ID :</b> IOT-PLN-0009-PL
<b>Division :</b>	Development Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Planning Services	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	New Projects	

**PROJECT DETAILS**

**Project Description and Justification**

Through report R102/2022, Council directed that Planning Services develop a Heritage Grant Program and that \$50,000 be submitted to the Capital Budget for this purpose. In 2023, this item was deferred to 2024.

The grant is intended to assist owners of designated heritage properties with small to mid-size projects that focus on the maintenance, rehabilitation or restoration of heritage features.

**Consequences of Not Funding**

Not funding the program in 2024 will not incentivise owners to make property improvements that support the preservation of heritage properties.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	50,000	50,000	50,000	150,000
<b>Financing</b>				
Tax - Capital Out of Revenue	50,000	50,000	50,000	150,000
<b>Financing Total</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>150,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Victoriaville Demolition and Streetscaping</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-REA-0004-RE
<b>Division :</b>	Development Services	<b>Parent ID :</b> IOT-REA-0004-RE
<b>Divisional Category :</b>	Realty	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Work in Progress	<b>Completion Year :</b> 2025

**PROJECT DETAILS**

**Project Description and Justification**

This phase of the project is the physical demolition of Victoriaville Centre and the the construction of the new Victoria Avenue and adjacent public spaces.

Pursuant to Report 106/2020 (Development & Emergency Services - Realty Services), Council directed Administration to proceed with the steps required to demolish Victoriaville and reconstruct Victoria Avenue seeking Council direction and approvals as required.

**Consequences of Not Funding**

The Victoriaville demolition will not proceed and Victoria Avenue will not be re-established.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>10,700,000</b>			<b>10,700,000</b>
<b>Financing</b>				
Debenture		10,700,000		10,700,000
<b>Financing Total</b>		<b>10,700,000</b>		<b>10,700,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

	Pages	2024	2024	2025	2025	2026	2026
		Gross	Net	Gross	Net	Gross	Net
		Expense	From Tax	Expense	From Tax	Expense	From Tax
<b>Buildng Services</b>							
Building Services							
Building Financial Plan	5-100	50.0	0.0	0.0	0.0	0.0	0.0
<b>Total Building Services</b>		50.0	0.0	0.0	0.0	0.0	0.0

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

<b>Project Name :</b>	<b>Building Financial Plan</b>	<b>Project ID :</b> IOT-BLD-0001-BL
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Parent ID :</b> IOT-BLD-0001-BL
<b>Division :</b>	Building Services	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Building Services	<b>Completion Year :</b> 2024
<b>Project Classification :</b>	New Projects	

**PROJECT DETAILS**

**Project Description and Justification**

Review of Building Services operations and subsequent development of a financial plan to evaluate Building Services achieving a self-funded model as permitted in the Building Code Act.

**Consequences of Not Funding**

The project would not proceed and Building Services reliance on tax funding may continue to grow.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	50,000			50,000
<b>Financing</b>				
Reserve & Reserve Funds	50,000			50,000
<b>Financing Total</b>	<b>50,000</b>			<b>50,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Thunder Bay Fire Rescue</b>							
Thunder Bay Fire Rescue							
Records Management System Replacement	5-102	120.0	120.0	0.0	0.0	0.0	0.0
Communication System Upgrades	5-103	10.0	10.0	0.0	0.0	0.0	0.0
Personal Protective Equipment	5-104	60.0	60.0	100.0	100.0	200.0	200.0
Fire Hose, Nozzles and Appliances	*	0.0	0.0	85.0	85.0	0.0	0.0
Snow Blowers/Lawn Mowers	*	0.0	0.0	30.0	30.0	0.0	0.0
Specialized Rescue Equipment	*	0.0	0.0	85.0	85.0	0.0	0.0
Fire Pumper Replacement	5-105	940.0	940.0	0.0	0.0	0.0	0.0
Pumper/Rescue	*	0.0	0.0	0.0	0.0	122.5	122.5
Aerial Ladder	*	0.0	0.0	486.7	486.7	500.0	500.0
<b>Total Thunder Bay Fire Rescue</b>		<b>1,130.0</b>	<b>1,130.0</b>	<b>786.7</b>	<b>786.7</b>	<b>822.5</b>	<b>822.5</b>

\* No capital projects planned for 2024

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

<b>Project Name :</b>	<b>Records Management System Replacement</b>		
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b>	IOT-FIR-0001-FR
<b>Division :</b>	Thunder Bay Fire Rescue	<b>Parent ID :</b>	IOT-FIR-0001-FR
<b>Divisional Category :</b>	Thunder Bay Fire Rescue	<b>Requested Year :</b>	2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b>	2024

**PROJECT DETAILS**

**Project Description and Justification**

The current Fire Department Management System is at its end of life and is no longer being supported. This project is for the replacement of the current incident response tracking application, FDM. FDM is the core application that the Fire Department uses to track Incidents and resources. The system is deployed at each Fire station and is accessible via a mobile application for the crews.

The current solution vendor has indicated that they are discontinuing their product and will provide 12 months' notice to existing customers so that proper steps can be taken to migrate to a new solution.

This project will include software evaluation selection and implementation with a component dedicated to training for new users.

**Consequences of Not Funding**

Not funding this project will not allow Thunder Bay Fire Rescue to meet our statutory obligation to the Office of the Fire Marshal. Thunder Bay Fire Rescue would not be able to demonstrate proof of training for staff as required by the Occupational Health and Safety Act and would not be able to capture information associated with fire prevention, inspection and public education activities.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>120,000</b>			<b>120,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	120,000			120,000
<b>Financing Total</b>	<b>120,000</b>			<b>120,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Communication System Upgrades</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-FIR-0004-FR
<b>Division :</b>	Thunder Bay Fire Rescue	<b>Parent ID :</b> IOT-FIR-0004-FR
<b>Divisional Category :</b>	Thunder Bay Fire Rescue	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> 2024

**PROJECT DETAILS**

**Project Description and Justification**

This capital request is to support the recognized cyclical replacement of portable radio batteries and remote radio microphone components due to wear and failures.

**Consequences of Not Funding**

Not funding this project will result in an inadequate communication system during emergency operations and would have a negative impact on firefighter safety.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	10,000			10,000
<b>Financing</b>				
Tax - Capital Out of Revenue	10,000			10,000
<b>Financing Total</b>	10,000			10,000

**OPERATING EXPANSION**

*No Operating Impact*



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

<b>Project Name :</b>	<b>Personal Protective Equipment</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-FIR-0009-FR
<b>Division :</b>	Thunder Bay Fire Rescue	<b>Parent ID :</b> IOT-FIR-0009-FR
<b>Divisional Category :</b>	Thunder Bay Fire Rescue	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Legislated	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

It is the mandate of Thunder Bay Fire Rescue to budget for the provision of new and replacement turnout gear, boots, gloves and helmets. This personal protective equipment (PPE) is National Fire Protection Association (NFPA) compliant and meets the Canadian General Standards Board (CGSB) requirements. Based on frequency of use and exposure, turnout gear has a working life of approximately five (5) years and supporting PPE is replaced as required based on annual inspection. In order to meet the requirements as detailed in Guidance Note #4-1, 4-3, 4-6 and 4-8, the replacement of personal protective equipment must occur.

**Consequences of Not Funding**

Firefighter personal protective equipment would not meet the National Fire Protection Association (NFPA) and the Canadian General Standards Board (CGSB) as contained in the Ontario Occupational Health and Safety Act. Personal Protective Equipment is vital to the health and safety of firefighters during emergency operations.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>60,000</b>	<b>100,000</b>	<b>200,000</b>	<b>360,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	60,000	100,000	200,000	360,000
<b>Financing Total</b>	<b>60,000</b>	<b>100,000</b>	<b>200,000</b>	<b>360,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Fire Pumper Replacement</b>	
<b>Department :</b>	IOT Infrastructure & Operations - Tax	<b>Project ID :</b> IOT-FIR-0034-FR
<b>Division :</b>	Thunder Bay Fire Rescue	<b>Parent ID :</b> IOT-FIR-0034-FR
<b>Divisional Category :</b>	Thunder Bay Fire Rescue	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> 2024

**PROJECT DETAILS**

**Project Description and Justification**

The existing 2005 International Pumper will meet replacement criteria in 2024 due to its deteriorating condition, age and mileage, also keeping with TBFR's replacement schedule of 15 years front line and 5 years reserves status. Currently a reserve apparatus used when front line apparatus are in for service and repair. When in service this apparatus is used to transport fire personnel to emergency scenes to perform firefighting duties. Replacing this older apparatus with a current model will also provide reduction in green house gas emissions.

**Consequences of Not Funding**

Not funding this capital request will result in reduced emergency response reliability and have a negative impact on firefighter and public safety. Also, not funding this replacement will lead to increased downtime, maintenance and repair costs .

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>940,000</b>			<b>940,000</b>
<b>Financing</b>				
Tax - Capital Out of Revenue	940,000			940,000
<b>Financing Total</b>	<b>940,000</b>			<b>940,000</b>

**OPERATING EXPANSION**

**No Operating Impact**

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

	Pages	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
		Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
		Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Infrastructure, Development &amp; Operations-Tax</b>											
Central Support	5-107	63.0	18.0	18.0	18.0	18.0	68.0	18.0	18.0	18.0	18.0
Engineering	5-108	5,314.0	5,323.0	5,048.0	5,427.0	4,907.0	4,962.0	4,891.0	4,846.0	4,801.0	4,801.0
Environment	5-109	2,430.0	2,430.0	2,005.0	2,005.0	2,005.0	2,005.0	2,005.0	2,005.0	2,005.0	2,005.0
Parks	5-110	2,840.2	2,840.2	2,840.2	2,825.2	2,790.0	2,790.0	2,790.0	2,790.0	2,790.0	2,825.0
Roads	5-111	53,685.9	19,080.0	18,555.0	26,655.0	22,085.0	18,555.0	18,555.0	18,555.0	18,530.0	18,560.0
Solid Waste & Diversion	5-112	165.0	0.0	88.8	0.0	179.4	0.0	95.8	0.0	99.5	0.0
Development Services	5-113	365.0	365.0	565.0	387.0	465.0	365.0	365.0	174.0	150.0	150.0
Thunder Bay Fire Rescue	5-114	265.0	1,280.0	930.0	970.0	980.0	980.0	1,380.0	350.0	840.0	850.0
<b>Total Infrastructure, Development &amp; Operations-Tax</b>		<b>65,128.1</b>	<b>31,336.2</b>	<b>30,050.0</b>	<b>38,287.2</b>	<b>33,429.4</b>	<b>29,725.0</b>	<b>30,099.8</b>	<b>28,738.0</b>	<b>29,233.5</b>	<b>29,209.0</b>

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Central Support</b>										
Central Support	63.0	18.0	18.0	18.0	18.0	68.0	18.0	18.0	18.0	18.0
<b>Total Central Support</b>	63.0	18.0	18.0	18.0	18.0	68.0	18.0	18.0	18.0	18.0

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Engineering</b>										
Professional Fees, Studies etc.	465.0	440.0	440.0	440.0	440.0	440.0	440.0	440.0	390.0	390.0
Construction Services	4,849.0	4,883.0	4,608.0	4,987.0	4,467.0	4,522.0	4,451.0	4,406.0	4,411.0	4,411.0
<b>Total Engineering</b>	<b>5,314.0</b>	<b>5,323.0</b>	<b>5,048.0</b>	<b>5,427.0</b>	<b>4,907.0</b>	<b>4,962.0</b>	<b>4,891.0</b>	<b>4,846.0</b>	<b>4,801.0</b>	<b>4,801.0</b>

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Environment</b>										
Stormwater Management	2,430.0	2,430.0	2,005.0	2,005.0	2,005.0	2,005.0	2,005.0	2,005.0	2,005.0	2,005.0
<b>Total Environment</b>	2,430.0	2,430.0	2,005.0	2,005.0	2,005.0	2,005.0	2,005.0	2,005.0	2,005.0	2,005.0

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Parks</b>										
Parks Renewal Program	1,510.2	1,510.2	1,510.2	1,495.2	1,460.0	1,460.0	1,460.0	1,460.0	1,460.0	1,495.0
Sports Fields	145.0	145.0	145.0	145.0	145.0	145.0	145.0	145.0	145.0	145.0
Recreation Trails	300.0	300.0	300.0	300.0	300.0	300.0	300.0	300.0	300.0	300.0
Maintenance Equipment	130.0	130.0	130.0	130.0	130.0	130.0	130.0	130.0	130.0	130.0
Urban Forest Program	630.0	630.0	630.0	630.0	630.0	630.0	630.0	630.0	630.0	630.0
Golf Course	125.0	125.0	125.0	125.0	125.0	125.0	125.0	125.0	125.0	125.0
<b>Total Parks</b>	<b>2,840.2</b>	<b>2,840.2</b>	<b>2,840.2</b>	<b>2,825.2</b>	<b>2,790.0</b>	<b>2,790.0</b>	<b>2,790.0</b>	<b>2,790.0</b>	<b>2,790.0</b>	<b>2,825.0</b>

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Roads</b>										
Bridges and Culverts	4,300.0	2,300.0	2,300.0	9,300.0	2,300.0	2,300.0	2,300.0	2,300.0	2,300.0	2,300.0
Pavement Rehabilitation	17,180.0	13,130.0	13,130.0	14,230.0	12,630.0	13,130.0	13,130.0	13,130.0	13,130.0	13,130.0
Streetlighting	625.0	625.0	625.0	625.0	625.0	625.0	625.0	655.0	630.0	630.0
Traffic Signals	1,490.9	1,035.0	1,010.0	1,010.0	1,010.0	1,010.0	1,010.0	980.0	980.0	980.0
Sidewalks New	1,150.0	250.0	250.0	250.0	250.0	250.0	250.0	250.0	250.0	250.0
Sidewalks Replacement	490.0	490.0	490.0	490.0	520.0	490.0	490.0	490.0	490.0	520.0
Road Network Improvements	27,800.0	200.0	200.0	200.0	4,200.0	200.0	200.0	200.0	200.0	200.0
Rural Roads	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Local Improvement	50.0	450.0	450.0	450.0	450.0	450.0	450.0	450.0	450.0	450.0
Other	500.0	500.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Roads</b>	<b>53,685.9</b>	<b>19,080.0</b>	<b>18,555.0</b>	<b>26,655.0</b>	<b>22,085.0</b>	<b>18,555.0</b>	<b>18,555.0</b>	<b>18,555.0</b>	<b>18,530.0</b>	<b>18,560.0</b>



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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Solid Waste &amp; Diversion</b>										
Solid Waste & Diversion										
Solid Waste Management Strategy Initiatives	85.6	0.0	88.8	0.0	92.3	0.0	95.8	0.0	99.5	0.0
Solid Waste Master Plan Review	79.4	0.0	0.0	0.0	87.1	0.0	0.0	0.0	0.0	0.0
<b>Total Solid Waste &amp; Diversion</b>	165.0	0.0	88.8	0.0	179.4	0.0	95.8	0.0	99.5	0.0

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Development Services</b>										
Planning Services	365.0	365.0	565.0	387.0	465.0	365.0	365.0	174.0	150.0	150.0
<b>Total Development Services</b>	365.0	365.0	565.0	387.0	465.0	365.0	365.0	174.0	150.0	150.0

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Thunder Bay Fire Rescue</b>										
Thunder Bay Fire Rescue										
Aerial Ladder	0.0	0.0	0.0	0.0	0.0	0.0	1,300.0	0.0	0.0	0.0
Computer Work Stations	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0
Defibrillators	0.0	0.0	0.0	0.0	0.0	150.0	0.0	0.0	0.0	0.0
Fire Command Vehicle	0.0	0.0	0.0	0.0	60.0	60.0	0.0	0.0	60.0	0.0
Fire Hose, Nozzles and Appliances	120.0	0.0	0.0	0.0	0.0	0.0	0.0	120.0	0.0	0.0
Fire Pumper Replacement	0.0	0.0	0.0	0.0	0.0	700.0	0.0	0.0	700.0	700.0
Hazardous Materials Response Unit	0.0	0.0	0.0	0.0	800.0	0.0	0.0	0.0	0.0	0.0
Mobile Information Technology	0.0	0.0	0.0	0.0	0.0	0.0	0.0	150.0	0.0	0.0
Personal Protective Equipment	75.0	80.0	80.0	70.0	50.0	70.0	80.0	80.0	80.0	80.0
Platoon Chief's Vehicle	70.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	70.0
Pumper/Rescue	0.0	0.0	750.0	750.0	0.0	0.0	0.0	0.0	0.0	0.0
Rescue Vessels	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self Contained Breathing Apparatus	0.0	1,200.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Specialized Rescue Equipment	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0
Utility Vehicle	0.0	0.0	0.0	0.0	70.0	0.0	0.0	0.0	0.0	0.0
<b>Total Thunder Bay Fire Rescue</b>	<b>265.0</b>	<b>1,280.0</b>	<b>930.0</b>	<b>970.0</b>	<b>980.0</b>	<b>980.0</b>	<b>1,380.0</b>	<b>350.0</b>	<b>840.0</b>	<b>850.0</b>

# **OUTSIDE BOARDS**

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## **OUTSIDE BOARDS**

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

District Social Services Administration Board

2024 BUDGET

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Outside Boards</b>															
Materials					17,332.5	17,332.5	17,814.5	2.8%					17,814.5	482.0	2.8%
Gross Expenditures					17,332.5	17,332.5	17,814.5	2.8%					17,814.5	482.0	2.8%
User Fees & Service Charges															
Revenues															0.0%
Subtotal					17,332.5	17,332.5	17,814.5	2.8%					17,814.5	482.0	2.8%
<b>Net Cost (Income)</b>					17,332.5	17,332.5	17,814.5	2.8%					17,814.5	482.0	2.8%

## **The City of Thunder Bay 2024 Budget Overview**

**Outside Board:**                      **Lakehead Region Conservation Authority**

### **Service Provided**

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

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

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

### **Opportunities, Issues and Strategic Initiatives**

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

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

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

### **Budget Highlights**

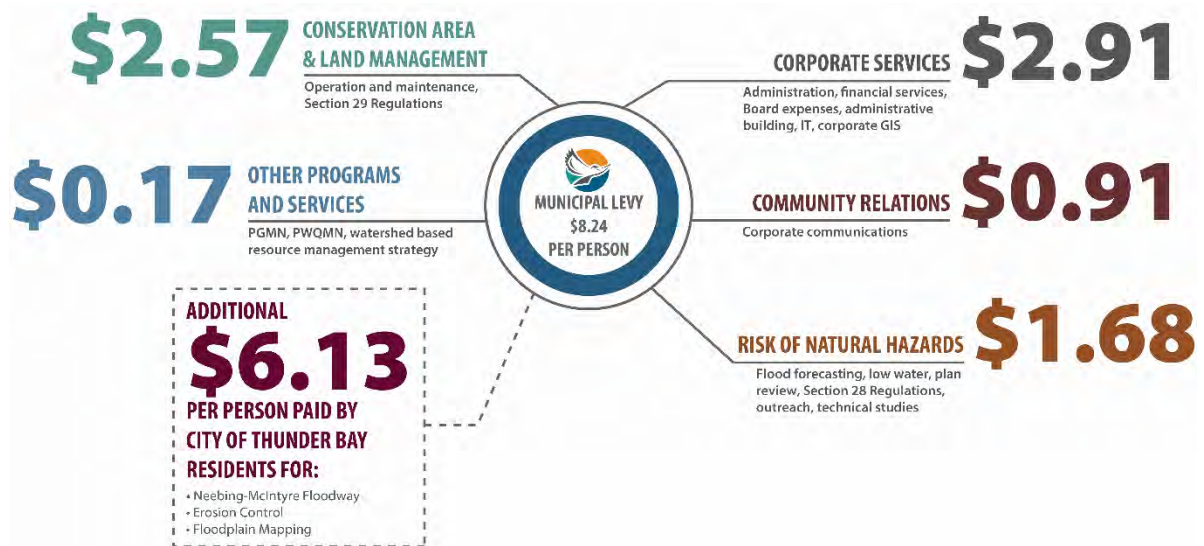
- The 2024 budget includes a 3.01% levy-all increase compared to 2023 however, due to changes in the Current Value Assessment, as provided by MNRF, results in a 2.91% increase in the City of Thunder Bay levy-all.
- City of Thunder Bay sole-benefitting levy has a 3.97% increase compared to 2023 which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

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

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

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





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

Lakehead Region Conservation Authority

2024 BUDGET

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Outside Boards</b>															
Personnel Services															0.0%
Rents & Financial Expense															0.0%
Materials					1,641.7	1,641.7	1,697.1	3.4%					1,697.1	55.4	3.4%
Gross Expenditures					1,641.7	1,641.7	1,697.1	3.4%					1,697.1	55.4	3.4%
Other Revenues															
Revenues															0.0%
Subtotal					1,641.7	1,641.7	1,697.1	3.4%					1,697.1	55.4	3.4%
<b>Net Cost (Income)</b>					1,641.7	1,641.7	1,697.1	3.4%					1,697.1	55.4	3.4%

## **The City of Thunder Bay 2024 Budget Overview**

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

### **Service Provided**

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

### **Opportunities, Issues and Strategic Initiatives**

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

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

Other announcements related to Strengthening Public Health include:

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

### **Budget Highlights**

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

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

Thunder Bay District Health Unit

2024 BUDGET

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

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

**Police Services Board**

**2024 BUDGET**

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Outside Boards</b>															
Personnel Services					31.0	22.5	31.0						31.0		0.0%
Purchased Services					592.5	714.5	750.0	26.6%	75.0				825.0	232.5	39.2%
Rents & Financial Expense					25.5	38.7	38.7	51.8%					38.7	13.2	51.8%
Materials					85.2	119.7	85.2						85.2		0.0%
Gross Expenditures					734.2	895.4	904.9	23.2%	75.0				979.9	245.7	33.5%
Rents and Concessions					(15.0)	(15.0)	(15.0)						(15.0)		
Revenues					(15.0)	(15.0)	(15.0)						(15.0)		0.0%
Subtotal					<b>719.2</b>	<b>880.4</b>	<b>889.9</b>	<b>23.7%</b>	<b>75.0</b>				<b>964.9</b>	<b>245.7</b>	<b>34.2%</b>
<b>Net Cost (Income)</b>					<b>719.2</b>	<b>880.4</b>	<b>889.9</b>	<b>23.7%</b>	<b>75.0</b>				<b>964.9</b>	<b>245.7</b>	<b>34.2%</b>

**Police Services Board**

**One Time**

**Purchased Services**

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

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
<b>Total Police Services Board</b>			75.0	75.0						

**The City of Thunder Bay  
2024 Budget Overview**

**Outside Board:                      Thunder Bay Police Service**

**Service Provided**

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

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

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

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

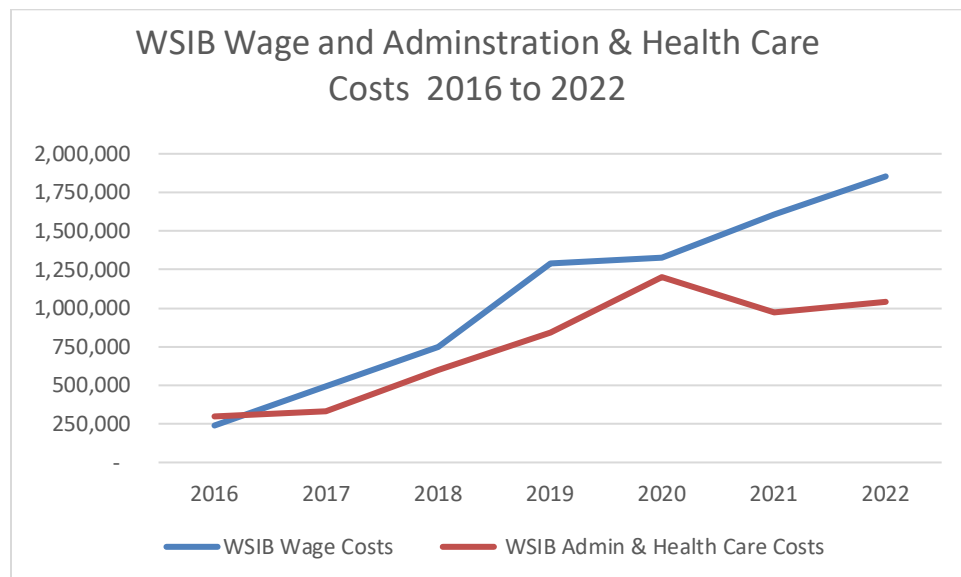
<b>Staffing Complement</b>	<b>Proposed 2024 FTE</b>	<b>2023 FTE</b>	<b>Change</b>	<b>% Change</b>
Full Time Equivalents	<b>382.3</b>	380.3	2.0	0.5%
Part Time Equivalents	<b>2.0</b>	0.2	1.8	900.0%

## Operating Budget Highlights

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

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

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



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



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

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

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

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

## 2024 Net Budget Compared to 2023

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

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

## Proposed 2024 Capital Budget Highlights

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

The 2024 proposed capital budget includes the following key projects:

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

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

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

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

**Police Operations**

**2024 BUDGET**

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Outside Boards</b>															
Personnel Services	380.3	0.2	382.3	2.0	54,582.5	57,159.9	57,378.1	5.1%	105.9		(441.6)	462.1	57,504.5	2,922.0	5.4%
Purchased Services					803.7	800.7	794.3	(1.2%)	150.0				944.3	140.6	17.5%
Rents & Financial Expense					353.3	353.3	386.5	9.4%					386.5	33.2	9.4%
Materials					3,290.5	3,486.8	3,659.9	11.2%					3,659.9	369.4	11.2%
Gross Expenditures	380.3	0.2	382.3	2.0	59,030.0	61,800.7	62,218.8	5.4%	255.9		(441.6)	462.1	62,495.2	3,465.2	5.9%
Provincial Grants					(3,624.9)	(3,989.6)	(3,671.0)	1.3%	(61.3)				(3,732.3)	(107.4)	3.0%
Federal Grants					(117.3)	(117.5)	(121.0)	3.2%					(121.0)	(3.7)	3.2%
Other Municipalities					(1,251.5)	(1,260.5)	(1,304.5)	4.2%					(1,304.5)	(53.0)	4.2%
User Fees & Service Charges					(915.7)	(1,656.8)	(1,308.5)	42.9%					(1,308.5)	(392.8)	42.9%
Fines															
Donations					(7.4)	(7.4)		(100.0%)						7.4	(100.0%)
Other Revenues															
Revenues					(5,916.8)	(7,031.8)	(6,405.0)	8.3%	(61.3)				(6,466.3)	(549.5)	9.3%
Subtotal	<b>380.3</b>	<b>0.2</b>	<b>382.3</b>	<b>2.0</b>	<b>53,113.2</b>	<b>54,768.9</b>	<b>55,813.8</b>	<b>5.1%</b>	<b>194.6</b>		<b>(441.6)</b>	<b>462.1</b>	<b>56,028.9</b>	<b>2,915.7</b>	<b>5.5%</b>
Interfunctional Transfers					(903.0)	180.0	(1,135.3)	25.7%					(1,135.3)	(232.3)	25.7%
Transfers to Own Funds									(420.0)				(420.0)	(420.0)	
<b>Net Cost (Income)</b>	<b>380.3</b>	<b>0.2</b>	<b>382.3</b>	<b>2.0</b>	<b>52,210.2</b>	<b>54,948.9</b>	<b>54,678.5</b>	<b>4.7%</b>	<b>(225.4)</b>		<b>(441.6)</b>	<b>462.1</b>	<b>54,473.6</b>	<b>2,263.4</b>	<b>4.3%</b>

## Police Operations

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### ONE TIME

#### STAFFING NEEDS AND SERVICE DELIVERY ASSESSMENT

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

#### SALARY/FRINGE BENEFITS

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

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

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

### EXPANSIONS

#### SALARY/FRINGE BENEFITS

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

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

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

**Police Operations**

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**REDUCTIONS**

**SALARY/FRINGE BENEFITS**

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

Police Operations

	Net Change FT FTE	Net Change PT FTE	One Time Gross	One Time Net	Reduction Gross	Reduction Net	User Fees Gross	User Fees Net	Expansions Gross	Expansions Net
Total Police Operations	2.0	1.8	255.9	(225.4)	(441.6)	(441.6)			462.1	462.1

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

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



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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Thunder Bay Police Services</b>										
Thunder Bay Police Services										
Armoury	160.0	165.0	170.0	180.0	190.0	200.0	200.0	200.0	200.0	200.0
Cameras - In Car & Body Worn	500.0	500.0	500.0	500.0	525.0	525.0	525.0	525.0	525.0	550.0
Compartmental Prisoner Transportational Module	0.0	0.0	165.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Computer System Maintenance and Procurement	550.0	550.0	550.0	550.0	550.0	575.0	575.0	575.0	575.0	575.0
Cyber Crime Equipment	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	0.0
Emergency Task Unit Equipment	100.0	100.0	103.0	106.1	109.3	112.6	116.0	60.0	60.0	60.0
Forensics Equipment	16.6	16.6	17.1	17.6	18.1	18.7	19.0	20.0	0.0	0.0
Furniture Replacement	15.5	15.9	16.4	16.9	25.0	23.0	25.0	25.0	26.0	26.0
Investigative Equipment	9.5	10.0	10.0	10.0	12.0	12.0	18.0	18.0	15.0	15.0
Other Police Equipment	15.0	15.0	15.0	20.0	20.0	20.0	20.0	20.0	20.0	25.0
Police Vehicle Replacement	703.1	724.2	745.9	768.3	791.3	815.0	800.0	800.0	800.0	800.0
Soft Body Armour	75.0	75.0	75.0	75.0	75.0	75.0	75.0	75.0	75.0	80.0
Traffic Management Equipment	30.0	30.0	30.0	35.0	35.0	35.0	35.0	35.0	35.0	35.0
Training Equipment/Ammunition	241.9	249.1	256.6	264.3	272.2	280.4	285.0	290.0	290.0	0.0
<b>Total Thunder Bay Police Services</b>	<b>2,421.6</b>	<b>2,455.8</b>	<b>2,659.0</b>	<b>2,548.2</b>	<b>2,627.9</b>	<b>2,696.7</b>	<b>2,698.0</b>	<b>2,648.0</b>	<b>2,626.0</b>	<b>2,366.0</b>

## **The City of Thunder Bay 2024 Budget Overview**

**Outside Board:** Community Economic Development Commission Inc.

### **Service Provided:**

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

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

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

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

### **Opportunities, Issues and Strategic Initiatives**

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

### **Key Performance Indicators**



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

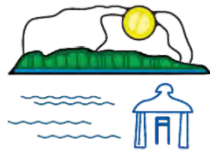
- Promoting and marketing of the Mining industry through digital channels and website - <https://gotothunderbay.ca/key-sectors/mining/> that highlight mining projects, jobs and resources.
- Hosted a Familiarization tour with Invest Ontario and Canada on the industrial lands available in Thunder Bay

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



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

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



## **Supporting a sustainable future for Thunder Bay through Tourism**

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



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

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

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



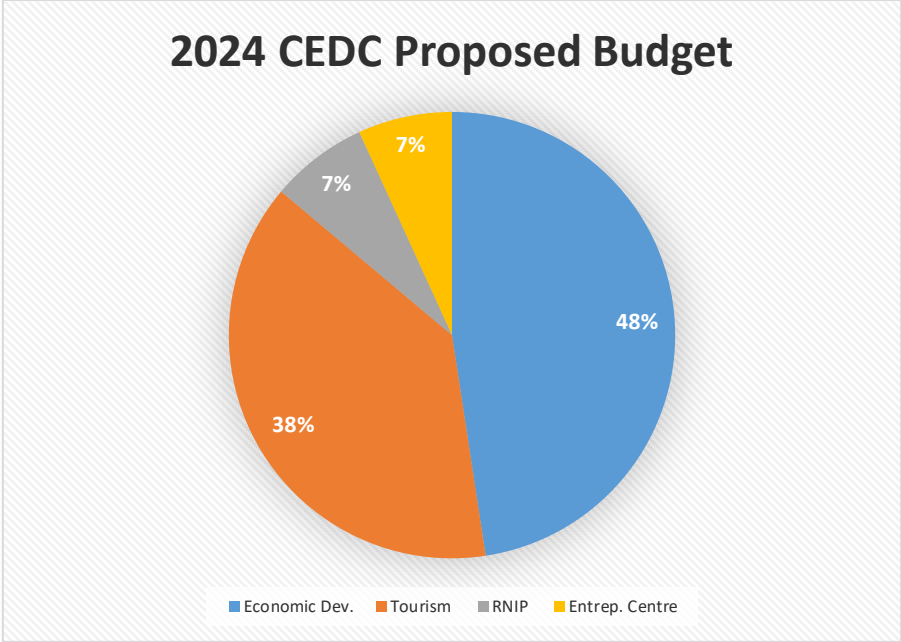
## Supporting a sustainable future for Thunder Bay through business support.

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

## Budget Highlights

### Proposed 2024 Gross Operating Budget

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



**2024 Net Budget Compared to 2023**

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

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

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

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

Community Economic Development Commission

2024 BUDGET

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Outside Boards</b>															
Personnel Services	19.0	2.7	19.0	2.3	2,100.5	1,809.4	2,138.7	1.8%					2,138.7	38.2	1.8%
Purchased Services					163.4	580.0	110.2	(32.6%)					110.2	(53.2)	(32.6%)
Rents & Financial Expense					106.6	106.7	109.8	3.0%					109.8	3.2	3.0%
Materials					644.5	748.0	711.1	10.3%					711.1	66.6	10.3%
Gross Expenditures	19.0	2.7	19.0	2.3	3,015.0	3,244.1	3,069.8	1.8%					3,069.8	54.8	1.8%
Provincial Grants					(174.5)	(179.2)	(152.0)	(12.9%)					(152.0)	22.5	(12.9%)
Federal Grants					(200.0)	(473.6)	(190.0)	(5.0%)					(190.0)	10.0	(5.0%)
User Fees & Service Charges					(48.5)	(48.5)	(124.4)	156.5%					(124.4)	(75.9)	156.5%
Donations															
Other Revenues						(5.2)									
Revenues					(423.0)	(706.5)	(466.4)	10.3%					(466.4)	(43.4)	10.3%
Subtotal	19.0	2.7	19.0	2.3	2,592.0	2,537.6	2,603.4	0.4%					2,603.4	11.4	0.4%
Interfunctional Transfers					252.3	187.6	233.2	(7.6%)					233.2	(19.1)	(7.6%)
Transfers to Own Funds															
<b>Net Cost (Income)</b>	<b>19.0</b>	<b>2.7</b>	<b>19.0</b>	<b>2.3</b>	<b>2,844.3</b>	<b>2,725.2</b>	<b>2,836.6</b>	<b>(0.3%)</b>					<b>2,836.6</b>	<b>(7.7)</b>	<b>(0.3%)</b>



## **The City of Thunder Bay 2024 Budget Overview**

### **Outside Board:                      Parking Authority**

#### **Service Provided**

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

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

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

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

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

#### **Financial Plan**

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

## Budget Highlights

### 2024 Net Budget Compared to 2023

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

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

### Proposed 2024 Capital Budget Highlights

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

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

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

**Parking Authority**

**2024 BUDGET**

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

## Parking Authority

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### USER FEES

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

#### Parkades:

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

#### Surface Lots:

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

#### On-Street Meters & Metered Lots:

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

#### Fines:

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

#### Marina/Prince Arthur's Landing:

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

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

## Parking Authority

**SCHEDULE D - PARKING AUTHORITY**

Division	User Fee Description	2023 Approved User Fee (\$)	2024 Proposed User Fee (\$)	Change (\$)	Change (%)
Parking Authority	Parking Meter Spaces	0.25/10 minutes	0.25/7.5 minutes	0.008/minute	33.33%
		1.50/60 minutes	2.00/60 minutes	0.008/minute	33.33%
	Minimum Fee	-	2.00	2.00	100.00%
	Marina/Prince Arthur's Landing Parking Spaces	-	3.00/60 minutes	3.00/60 minutes	100.00%
	Marina Market Square Lot - Overnight Rate	-	17.70	17.70	100.00%
	<del>Parkade Charge</del>	<del>-1.25/hour</del>			<del>0.00%</del>
		<del>-7.00 max. per day</del>			<del>0.00%</del>
		<del>-2.50 min. for first two hours</del>			<del>0.00%</del>
	Parkade Charge - flat rate due at exit (per 24 hrs)	-	4.43	4.43	100.00%
	<del>Parkade Monthly Rate - HST included</del>	<del>67.50</del>			<del>0.00%</del>
	Parkade Monthly Rate - exclusive of HST	59.74	79.65	19.91	33.33%
	<del>Surface Lot Monthly Rate - HST included</del>	<del>55.00</del>			<del>0.00%</del>
	Surface Lot Monthly Rate - exclusive of HST	48.68	61.95	13.27	27.26%
	Residential Parking Permit	5.00/permit	5.00/permit	-	0.00%
	Mobile Parking App Convenience Fee	0.15	0.15	-	0.00%
	Online Ticket Payment Convenience Fee	3.50	3.50	-	0.00%

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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Parking Authority</b>							
Parking Authority							
Parking Meters	6-34	20.0	0.0	20.0	0.0	20.0	0.0
Waterfront District Parkade	6-35	176.0	0.0	171.0	0.0	184.0	0.0
Victoria Parkade Repairs	6-36	1,229.3	0.0	1,266.2	0.0	1,351.7	0.0
Vehicle Replacement	*	0.0	0.0	45.0	0.0	10.0	0.0
<b>Total Parking Authority</b>		<b>1,425.3</b>	<b>0.0</b>	<b>1,502.2</b>	<b>0.0</b>	<b>1,565.7</b>	<b>0.0</b>

\* No capital projects planned for 2024

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

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

**PROJECT DETAILS**

**Project Description and Justification**

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

**Consequences of Not Funding**

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

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	20,000	20,000	20,000	60,000
<b>Financing</b>				
Other - Other Revenue	20,000	20,000	20,000	60,000
<b>Financing Total</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>60,000</b>

**OPERATING EXPANSION**

*No Operating Impact*



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

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

**PROJECT DETAILS**

**Project Description and Justification**

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

**Consequences of Not Funding**

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

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>	<b>176,000</b>	<b>171,000</b>	<b>184,000</b>	<b>531,000</b>
<b>Financing</b>				
Other - Other Revenue	176,000	171,000	184,000	531,000
<b>Financing Total</b>	<b>176,000</b>	<b>171,000</b>	<b>184,000</b>	<b>531,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

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

**PROJECT DETAILS**

**Project Description and Justification**

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

**Consequences of Not Funding**

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

**PROJECT BUDGET**

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

**OPERATING EXPANSION**

*No Operating Impact*

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Parking Authority</b>										
Parking Authority										
Parkade Operating Equipment Replacement	0.0	0.0	0.0	0.0	0.0	300.0	0.0	0.0	0.0	0.0
Parking Meters	20.0	20.0	20.0	20.0	20.0	20.0	20.0	20.0	0.0	0.0
Vehicle Replacement	0.0	48.0	42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Victoria Parkade Repairs	1,336.0	1,493.2	1,348.1	1,388.6	1,488.5	1,539.7	1,647.6	0.0	0.0	0.0
Victoriaville Parkade Condition Survey	0.0	0.0	40.0	0.0	0.0	0.0	0.0	40.0	0.0	0.0
Waterfront District Parkade	184.0	184.0	100.0	100.0	100.0	188.0	188.0	188.0	0.0	0.0
Waterfront Parkade Condition Survey	0.0	50.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0
<b>Total Parking Authority</b>	<b>1,540.0</b>	<b>1,795.2</b>	<b>1,550.1</b>	<b>1,508.6</b>	<b>1,608.5</b>	<b>2,047.7</b>	<b>1,905.6</b>	<b>248.0</b>	<b>0.0</b>	<b>0.0</b>



## Background

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

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

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

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

### In this Briefing Document:

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

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



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

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

## Key Performance Indicators

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

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

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

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

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

## Budget Highlights

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

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

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

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

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

**0.32%**

over the last 15 years.

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

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

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

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

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



## Other Revenues - Budget Offset of \$400,500

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

**In 2023, your Library ...**

**was used more than**

**4,085 times per day**



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

## MISSION



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



## VISION



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



## VALUES



### We value:

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



In 2023,  
Library ...



WiFi was used

**100,899**  
times

## Your Library in 2023



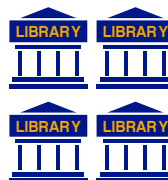
hosted  
more than  
**1.184 million**  
visits



put on over  
**2,198**  
programs  
free to the public



loaned over  
**half a million**  
books & educational tools



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

# 94%

of citizens are  
“very satisfied”  
with Library  
services

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

Thunder Bay Public Library

2024 BUDGET

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Outside Boards</b>															
Personnel Services	59.0	13.5	59.0	13.5	5,929.0	5,896.0	6,180.0	4.2%					6,180.0	251.0	4.2%
Purchased Services					515.2	596.0	540.0	4.8%					540.0	24.8	4.8%
Rents & Financial Expense					136.1	146.0	140.6	3.3%					140.6	4.5	3.3%
Materials					454.0	485.0	469.0	3.3%					469.0	15.0	3.3%
Gross Expenditures	59.0	13.5	59.0	13.5	7,034.3	7,123.0	7,329.6	4.2%					7,329.6	295.3	4.2%
User Fees & Service Charges					(400.5)	(402.0)	(400.5)						(400.5)		
Other Revenues															
Revenues					(400.5)	(402.0)	(400.5)						(400.5)		0.0%
Subtotal	<b>59.0</b>	<b>13.5</b>	<b>59.0</b>	<b>13.5</b>	<b>6,633.8</b>	<b>6,721.0</b>	<b>6,929.1</b>	<b>4.5%</b>					<b>6,929.1</b>	<b>295.3</b>	<b>4.5%</b>
Transfers to Own Funds															
<b>Net Cost (Income)</b>	<b>59.0</b>	<b>13.5</b>	<b>59.0</b>	<b>13.5</b>	<b>6,633.8</b>	<b>6,721.0</b>	<b>6,929.1</b>	<b>4.5%</b>					<b>6,929.1</b>	<b>295.3</b>	<b>4.5%</b>



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

	Pages	2024 Gross Expense	2024 Net From Tax	2025 Gross Expense	2025 Net From Tax	2026 Gross Expense	2026 Net From Tax
<b>Thunder Bay Public Library</b>							
Thunder Bay Public Library							
Building Maintenance & Repair	6-44	315.0	315.0	333.0	333.0	387.7	387.7
Core Public Service Infrastructure	6-45	404.3	404.3	385.0	385.0	385.0	385.0
Digital Infrastructure Maintenance	6-46	131.3	131.3	165.0	165.0	165.0	165.0
<b>Total Thunder Bay Public Library</b>		<b>850.6</b>	<b>850.6</b>	<b>883.0</b>	<b>883.0</b>	<b>937.7</b>	<b>937.7</b>

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

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

**PROJECT DETAILS**

**Project Description and Justification**

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

**Consequences of Not Funding**

Structural integrity would not be maintained.

**PROJECT BUDGET**

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

**OPERATING EXPANSION**

*No Operating Impact*

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

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

**PROJECT DETAILS**

**Project Description and Justification**

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

**Consequences of Not Funding**

Service delivery would be negatively impacted.

**PROJECT BUDGET**

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

**OPERATING EXPANSION**

*No Operating Impact*

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

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

**PROJECT DETAILS**

**Project Description and Justification**

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

**Consequences of Not Funding**

Digital infrastructure would not meet demand.

**PROJECT BUDGET**

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

**OPERATING EXPANSION**

*No Operating Impact*

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Thunder Bay Public Library</b>										
Thunder Bay Public Library										
Building Maintenance & Repair	390.0	390.0	390.0	390.0	390.0	390.0	390.0	390.0	390.0	390.0
Core Public Service Infrastructure	385.0	385.0	385.0	445.0	445.0	395.0	385.0	385.0	385.0	385.0
Digital Infrastructure Maintenance	165.0	165.0	165.0	160.0	160.0	160.0	200.0	200.0	200.0	200.0
<b>Total Thunder Bay Public Library</b>	<b>940.0</b>	<b>940.0</b>	<b>940.0</b>	<b>995.0</b>	<b>995.0</b>	<b>945.0</b>	<b>975.0</b>	<b>975.0</b>	<b>975.0</b>	<b>975.0</b>

## The City of Thunder Bay 2024 Budget Overview

**Department:** Outside Boards  
**Division:** Victoriaville Centre

**Prepared By:** Mirabelli Corporation  
**Date:** November 14, 2023

### **Service Provided:**

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

### **Opportunities, Issues and Strategic Initiatives**

The Centre's 2024 goals include:

- Striving to keep operating expenses within budget.

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

### **Budget Highlights**

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

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

**Victoriaville Centre**

**2024 BUDGET**

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Outside Boards</b>															
Purchased Services					263.6	244.0	263.6				(162.7)		100.9	(162.7)	(61.7%)
Rents & Financial Expense					140.0	90.0	100.0	(28.6%)			(50.0)		50.0	(90.0)	(64.3%)
Materials					26.9		51.6	91.8%			(23.5)		28.1	1.2	4.5%
Gross Expenditures					430.5	334.0	415.2	(3.6%)			(236.2)		179.0	(251.5)	(58.4%)
User Fees & Service Charges					(2.5)		(2.5)						(2.5)		
Rents and Concessions					(95.0)	(38.7)	(95.0)				59.6		(35.4)	59.6	(62.7%)
Revenues					(97.5)	(38.7)	(97.5)				59.6		(37.9)	59.6	(61.1%)
Subtotal					<b>333.0</b>	<b>295.3</b>	<b>317.7</b>	<b>(4.6%)</b>			<b>(176.6)</b>		<b>141.1</b>	<b>(191.9)</b>	<b>(57.6%)</b>
Interfunctional Transfers					265.4	235.2	252.7	(4.8%)			(93.2)		159.5	(105.9)	(39.9%)
Transfers to Own Funds					5.0		5.0				(5.0)			(5.0)	(100.0%)
<b>Net Cost (Income)</b>					<b>603.4</b>	<b>530.5</b>	<b>575.4</b>	<b>(4.6%)</b>			<b>(274.8)</b>		<b>300.6</b>	<b>(302.8)</b>	<b>(50.2%)</b>

**Victoriaville Centre**

**REDUCTION**

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

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Total Victoriaville Centre					(236.2)	(274.8)				



# The City of Thunder Bay

## 2024 Budget Overview

**Outside Board:**           **Victoria Ave BIA**

### **Service Provided**

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

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

### **Budget Highlights**

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

### **City Contribution**

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

### **Tax Levy**

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

<b>Total Budget Request for 2024</b>	<b>\$120 000</b>
--------------------------------------	------------------

## 2024 Budget Request Breakdown – City Contribution

### Construction and Beautification

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

### Media

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

### Administration (fixed)

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

### Administration (other)

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

**CITY CONTRIBUTION TOTAL** **\$ 60 000**

## 2024 Budget Breakdown – Tax Levy

### Administration

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

### Construction and Beautification

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

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

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

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

Victoria Ave BIA

2024 BUDGET

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

## **The City of Thunder Bay 2024 Budget Overview**

**Outside Board:                      The Waterfront District BIA**

### **Services Provided**

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

### **Budget Highlights**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

As the Waterfront District BIA, we provide:

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

Projects within the BIA – where the budget is spent:

- Planters and flowers

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

### **Opportunities, Issues and Strategic Initiatives**

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

### **Key Performance Indicators**

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

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

Waterfront District BIA

2024 BUDGET

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



# 2024 Rate Supported Operating and Capital Budget



CITY OF  
**Thunder Bay**  
*Superior by Nature*

**SOLID WASTE  
WASTE WATER  
WATER WORKS  
BOATER SERVICES**

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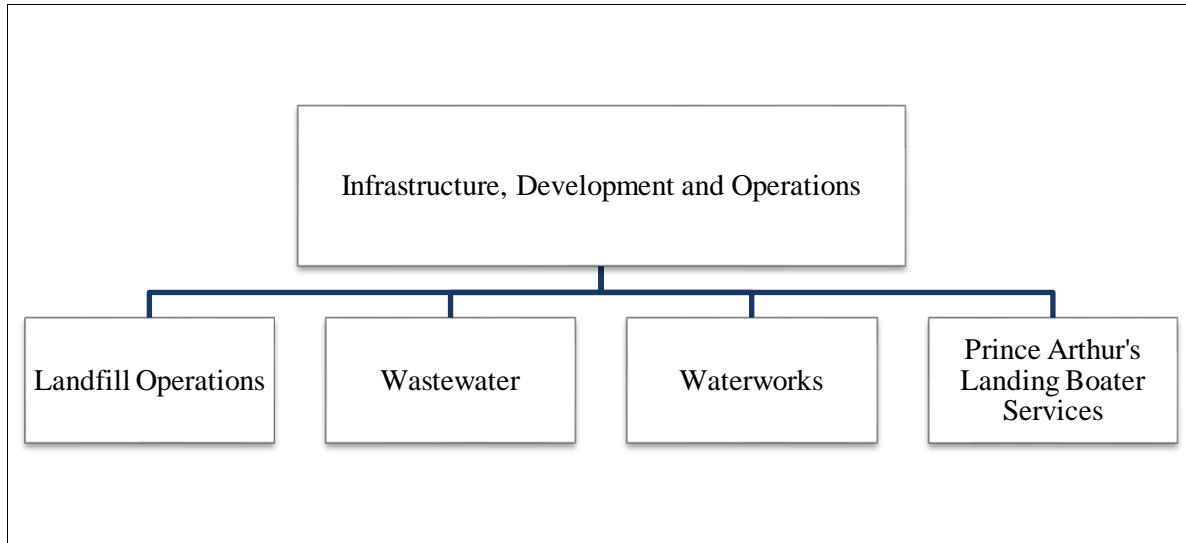
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## INFRASTRUCTURE, DEVELOPMENT AND OPERATIONS RATE SUPPORTED BUDGET OVERVIEW



Infrastructure, Development and Operations is responsible for the planning, construction, and maintenance of rate supported infrastructure and related operations in the City of Thunder Bay.

### Services

**Landfill Operations** – Landfill Site operations, including gas collection system.

**Wastewater** – Water Pollution Control Plant, wastewater treatment and sewage collection system operations and maintenance, sanitary/storm sewer separation projects and revenue collected partially funds stormwater services. Carries out sewer service connections and construction of new sewer systems.

**Waterworks** – Bare Point Water Treatment Plant and water distribution system operations and maintenance. Carries out water quality sampling, water service connection, construction of new distribution systems, and repairs, tests, and replaces water meters. The Compliance and Quality Control section provides laboratory testing services, administers the Municipal Drinking Water Licensing Program and ensures the ongoing planning, evaluation, management and provision of education, training, and quality assurance for the Environment Division.

**Prince Arthur's Landing Boater Services** – Boater services at Marina Park, operated by Parks and Open Spaces.

## Infrastructure Development & Operations Rate Supported Budget Summary

Proposed Budget	2024 (in \$000s)	2023 (in \$000s)	\$ Change (in \$000s)	% Change
<b>Operating</b>				
Gross	<b>\$43,749.7</b>	\$42,619.8	\$1,129.9	2.7%
Net	<b>(\$12,984.6)</b>	(\$12,591.2)	(\$393.4)	3.1%
<b>Capital</b>				
Gross	<b>\$24,838.1</b>	\$24,610.3	\$227.8	0.9%
Net	<b>\$24,038.1</b>	\$22,922.3	\$1,115.8	4.9%

Staffing Complement	2024 FTE	2023 FTE	Change	% Change
Full Time Equivalents	<b>135.0</b>	135.0	0.0	0.0%
Part Time Equivalents	<b>11.9</b>	11.4	0.5	4.4%

## Opportunities, Issues and Strategic Initiatives

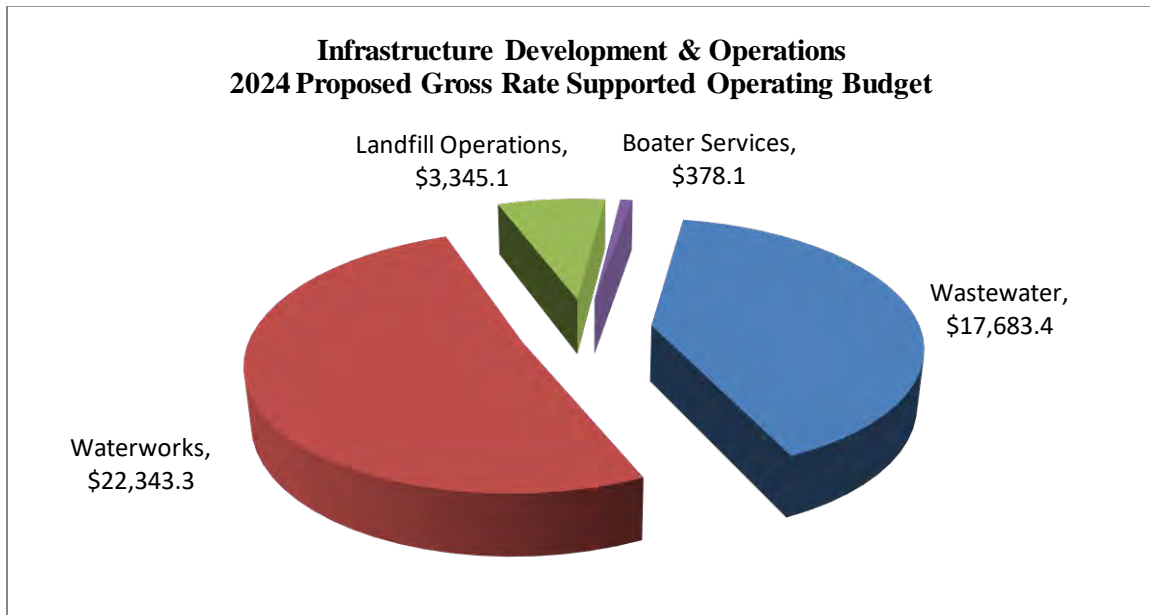
- The budget for the Water program has been prepared consistent with the Drinking Water System Financial Plan approved in July 2018 and forecasts revenues consistent with projected levels of consumption. In accordance with Ontario Regulation 453/07, this plan funds necessary work, both operating and capital, and maintains affordable water rates over the long term. A review and update of the financial plan is scheduled for the end of 2023;
- The Wastewater program has a financial plan following the same principles as the Drinking Water System Financial Plan, the Wastewater System Financial Plan was updated and approved in 2022. The Wastewater program has been prepared consistent with the financial plan;
- Lead service replacement program will continue in 2024 and increase over time;
- Conduct a review of the Drinking Water System rated capacity to plan for future growth;
- Water services fleet has been reduced. In 2023, the 24 year old aged water delivery truck was decommissioned and put up for auction. The plan is to not replace the vehicle. Water delivery services will be contracted out when required;
- Pending approval from council, the updated Solid Waste Financial Plan provides the basis for the Landfill budget;
- Landfill revenues have significantly declined since the onset of the COVID-19 Pandemic. For the operation to be financially sustainable, cost for handling and disposal of waste must be recovered from all users crossing the scale. This includes waste collected at the curb by city waste packers and other city operations. Further compounding losses are attributed to declining revenues as increased diversion through recycling grows, light weighting of commercial products and packaging and increased competition in the marketplace. The landfill will need to recover costs from the tax levy going forward;

- Completion of 2023 capital construction projects for new infrastructure along with the Sub-Division Takeover of Parkdale Stage 7 and Mount Forest Stages 5a and 6 require an expansion of 0.5 FTE to ensure staff and resources are available to maintain this new infrastructure.

## Operating Budget Highlights

### Proposed 2024 Gross Rate Supported Operating Budget

The Department proposes a 2024 Gross Operating Budget for Rate Supported programs of **\$43.7 million** (2023 - \$42.6 million), broken down by Program as follows:



## 2024 Net Budget Compared to 2023

### Landfill Operations

Overall, the Department proposes an increase to net income for the Landfill program of **\$46,000**, or **14.5%**, primarily due to:

Category	2024 Budget	2023 Budget	\$ Net Budget Impact Increase (Decrease)	% Increase (Decrease)	Explanation
Gross expenses	<b>\$3,345.1</b>	\$3,379.8	(\$34.7)	(1.0%)	Increases in salary and purchased services offset by decreases in financial and materials.
Revenues	<b>(\$4,449.0)</b>	(\$5,174.5)	\$725.5	(14.0%)	Rate increase on tipping fees. Reduction in revenues per updated Landfill Solid Waste Financial Plan
Interfunctional Transfers and Transfers to Own	<b>\$740.1</b>	\$1,476.9	(\$736.8)	(49.9%)	2024 budget does not reflect capturing all waste crossing the scales at the landfill from City Departments. This transfer supports that lost revenue.
<b>Total Net Revenue</b>	<b>(\$363.8)</b>	<b>(\$317.8)</b>	<b>(\$46.0)</b>	<b>14.5%</b>	

### Waterworks

Overall, the Water Authority proposes an increase to net income of **\$52,000**, or **0.7%**, primarily due to:

Category	2024 Budget	2023 Budget	\$ Net Budget Impact Increase (Decrease)	% Increase (Decrease)	Explanation
Gross expenses	<b>\$22,343.3</b>	\$21,460.1	\$883.2	4.1%	Expansion for sub-division takeover, salary increases, membrane repairs, cybersecurity, lead sampling program and utility cuts.
Revenues	<b>(\$35,513.0)</b>	(\$34,481.0)	(\$1,032.0)	3.0%	Rate increase on water billings in accordance with Financial Plan
Interfunctional Transfers and Transfers to Own	<b>\$5,404.7</b>	\$5,307.9	\$96.8	1.8%	Increases in program support and tax funded programs.
<b>Total Net Revenue</b>	<b>(\$7,765.0)</b>	<b>(\$7,713.0)</b>	<b>(\$52.0)</b>	<b>0.7%</b>	



## **Wastewater**

Overall, the Department proposes an increase to net income for the Wastewater program of **\$283,000**, or **6.4%**, primarily due to:

Category	2024 Budget	2023 Budget	\$ Net Budget Impact Increase (Decrease)	% Increase (Decrease)	Explanation
Gross expenses	<b>\$17,683.4</b>	\$17,405.5	\$277.9	1.6%	Expansion for new sanitary sewers as part of sub-division takeover, salary increases, and increases in financial expenses.
Revenues	<b>(\$28,246.7)</b>	(\$27,429.2)	(\$817.5)	3.0%	Rate increase on Wastewater billings net of adjustments for historical revenue patterns.
Interfunctional Transfers and Transfers to Own	<b>\$5,860.1</b>	\$5,603.5	\$256.6	4.6%	Increases to taxes, facilities, tax funded program areas and systems.
<b>Total Net Revenue</b>	<b>(\$4,703.2)</b>	<b>(\$4,420.2)</b>	<b>(\$283.0)</b>	<b>6.4%</b>	

## **Prince Arthur's Landing Boater Services**

Overall, the Department proposes an increase to net income for the Boater Services program of **\$12,400**, or **8.9%**, primarily due to:

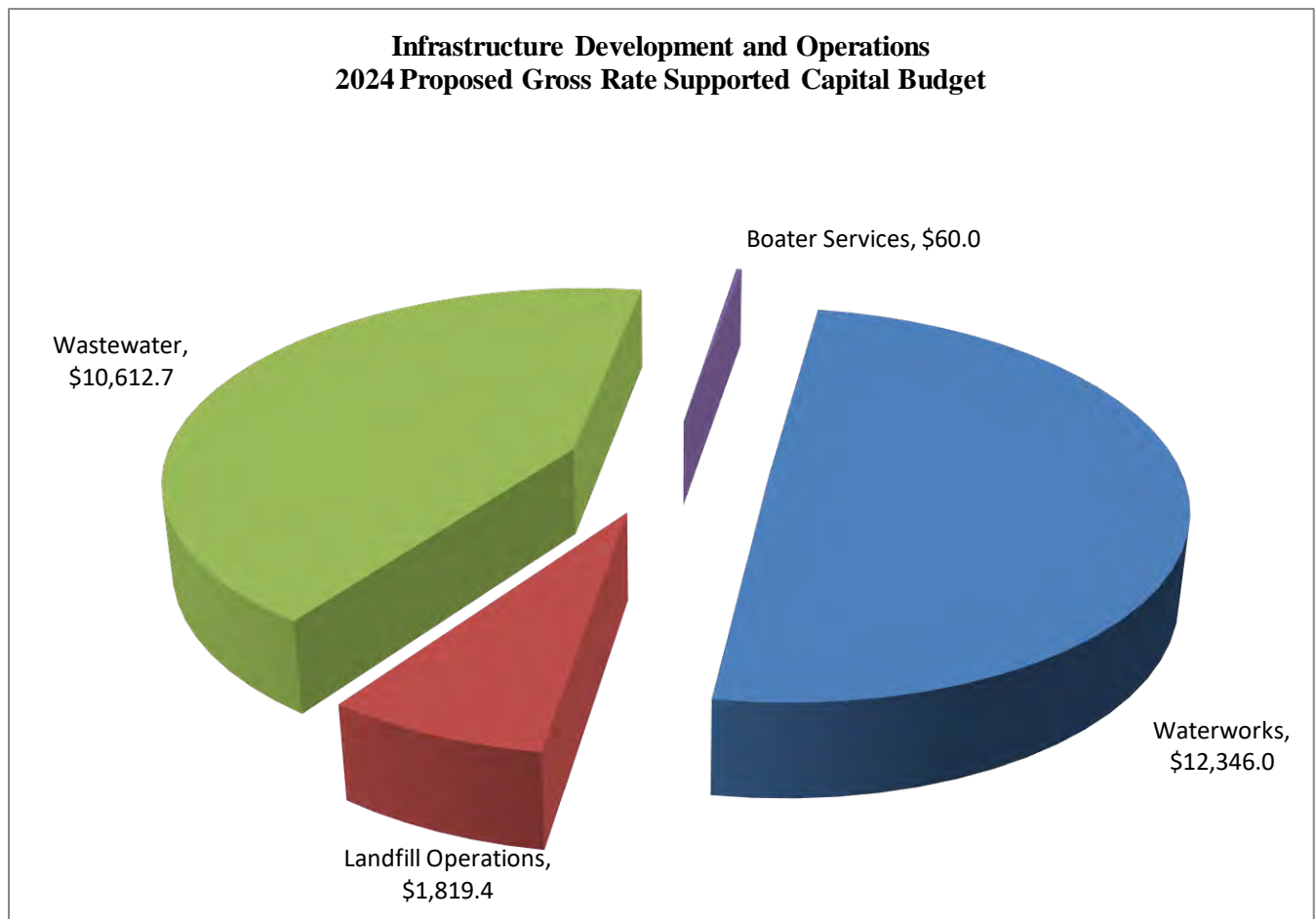
Category	2024 Budget	2023 Budget	\$ Net Budget Impact Increase (Decrease)	% Increase (Decrease)	Explanation
Gross expenses	<b>\$378.1</b>	\$374.5	\$3.6	1.0%	Salary increases and construction financing.
Revenues	<b>(\$633.1)</b>	(\$608.6)	(\$24.5)	4.0%	Rate increase on seasonal and visitor docking fees.
Interfunctional Transfers and Transfers to Own	<b>\$102.9</b>	\$94.4	\$8.5	9.0%	Increase in program support, facilities and systems from supporting program areas.
<b>Total Net Revenue</b>	<b>(\$152.1)</b>	<b>(\$139.7)</b>	<b>(\$12.4)</b>	<b>8.9%</b>	

## Proposed 2024 Capital Budget Highlights

The proposed Rate Supported Capital budget is **\$24.8 million** (2023 - \$24.6 million). The proposed Capital Budget includes the following key projects:

- Storm and sanitary sewer separation projects including on Balmoral Street, and retiring the regulating manhole at Victoria & Hardy in accordance with the Pollution Prevention Control Plan;
- Lead Replacement program;
- Fuel tank replacement at Marina.

The proposed Rate Supported Capital Budget of **\$24.8 million** is broken down by Program as follows:



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

Infrastructure, Development & Operations Rate Supported

2024 BUDGET

	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>FINANCIAL RESOURCES</b>															
<b>Infrastructure, Development &amp; Operations</b>															
Personnel Services	135.0	11.4	135.0	11.9	15,478.5	14,448.8	15,734.4	1.7%				27.8	15,762.2	283.7	1.8%
Purchased Services					2,264.1	2,833.1	2,886.1	27.5%					2,886.1	622.0	27.5%
Rents & Financial Expense					18,102.9	17,753.5	18,075.1	(0.2%)					18,075.1	(27.8)	(0.2%)
Materials					6,774.3	6,551.4	7,026.3	3.7%					7,026.3	252.0	3.7%
Gross Expenditures	135.0	11.4	135.0	11.9	42,619.8	41,586.8	43,721.9	2.6%				27.8	43,749.7	1,129.9	2.7%
User Fees & Service Charges					(67,650.8)	(66,615.9)	(66,836.8)	(1.2%)		(1,962.5)			(68,799.3)	(1,148.5)	1.7%
Sale of Publications, Equip					(2.5)		(2.5)						(2.5)		
Other Revenues					(40.0)	(71.7)	(40.0)						(40.0)		
Revenues					(67,693.3)	(66,687.6)	(66,879.3)	(1.2%)		(1,962.5)			(68,841.8)	(1,148.5)	1.7%
<b>Subtotal</b>	<b>135.0</b>	<b>11.4</b>	<b>135.0</b>	<b>11.9</b>	<b>(25,073.5)</b>	<b>(25,100.8)</b>	<b>(23,157.4)</b>	<b>(7.6%)</b>		<b>(1,962.5)</b>		<b>27.8</b>	<b>(25,092.1)</b>	<b>(18.6)</b>	<b>0.1%</b>
Interfunctional Transfers					12,447.5	11,286.8	12,822.7	3.0%	(750.0)				12,072.7	(374.8)	(3.0%)
Transfers to Own Funds					34.8	8.9	34.8						34.8		
<b>Net Cost (Income)</b>	<b>135.0</b>	<b>11.4</b>	<b>135.0</b>	<b>11.9</b>	<b>(12,591.2)</b>	<b>(13,805.1)</b>	<b>(10,299.9)</b>	<b>(18.2%)</b>	<b>(750.0)</b>	<b>(1,962.5)</b>		<b>27.8</b>	<b>(12,984.6)</b>	<b>(393.4)</b>	<b>3.1%</b>

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

Landfill													2024 BUDGET		
FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Infrastructure, Development &amp; Operations</b>															
Personnel Services	11.0	2.4	11.0	2.4	1,133.9	1,133.9	1,149.2	1.3%					1,149.2	15.3	1.3%
Purchased Services					291.8	291.8	313.6	7.5%					313.6	21.8	7.5%
Rents & Financial Expense					1,856.1	1,856.1	1,801.0	(3.0%)					1,801.0	(55.1)	(3.0%)
Materials					98.0	98.0	81.3	(17.0%)					81.3	(16.7)	(17.0%)
Gross Expenditures	11.0	2.4	11.0	2.4	3,379.8	3,379.8	3,345.1	(1.0%)					3,345.1	(34.7)	(1.0%)
User Fees & Service Charges					(5,172.0)	(3,572.0)	(4,334.0)	(16.2%)		(112.5)			(4,446.5)	725.5	(14.0%)
Sale of Publications, Equip					(2.5)		(2.5)						(2.5)		
Other Revenues															
Revenues					(5,174.5)	(3,572.0)	(4,336.5)	(16.2%)		(112.5)			(4,449.0)	725.5	(14.0%)
Subtotal	11.0	2.4	11.0	2.4	(1,794.7)	(192.2)	(991.4)	(44.8%)		(112.5)			(1,103.9)	690.8	(38.5%)
Interfunctional Transfers					1,474.7	741.4	1,487.9	0.9%	(750.0)				737.9	(736.8)	(50.0%)
Transfers to Own Funds					2.2	2.2	2.2						2.2		
<b>Net Cost (Income)</b>	<b>11.0</b>	<b>2.4</b>	<b>11.0</b>	<b>2.4</b>	<b>(317.8)</b>	<b>551.4</b>	<b>498.7</b>	<b>(256.9%)</b>	<b>(750.0)</b>	<b>(112.5)</b>			<b>(363.8)</b>	<b>(46.0)</b>	<b>14.5%</b>

Landfill

USER FEES

Consistent with the Solid Waste Financial Plan, Tipping Fees, Multi-residential, Asbestos, International waste and grit will increase an average of 3% in 2024. The \$10 minimum charge will remain unchanged, as will the rates for Contaminated Waste. The estimated revenue increase will have a net budget impact of (\$112,500).

ONE-TIME

Per the updated Landfill Solid Waste Financial Plan addressing a cost recovery (handling and disposal) of waste brought to the Landfill by the City's waste collection packers. Net budget impact of (\$750,000).

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Total Landfill				(750.0)				(112.5)		

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

	Pages	2024 Gross Expense	2024 Net From Reserve	2025 Gross Expense	2025 Net From Reserve	2026 Gross Expense	2026 Net From Reserve
<b>Solid Waste</b>							
Landfill Site	7-11 to 7-12	1,438.7	0.0	2,846.0	0.0	123.2	123.2
Landfill Fleet	7-13 to 7-14	380.7	0.0	140.0	0.0	58.0	58.0
<b>Total Solid Waste</b>		1,819.4	0.0	2,986.0	0.0	181.2	181.2

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

<b>Project Name :</b>	<b>Landfill Site</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-SOW-0001-LS-P
<b>Division :</b>	Solid Waste	<b>Parent ID :</b> IOR-SOW-0001-LS-P
<b>Divisional Category :</b>	Landfill Site	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Legislated	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Capital spending to maintain the landfill site to provincial regulatory and environmental standards. Components of this program include upgrading the landfill site facility, leachate treatment expansion, cell expansion, cell capping, stormwater treatment, gas collection system and other infrastructure improvements. Funding for site development projects is from debentures or internal loans.

**Consequences of Not Funding**

Increased risk to public health, safety, and the environment. Failure to fund could result in non-compliance of provincial and/or federal regulations. Increased maintenance costs of deteriorated facilities, equipment, and structures and possible service disruptions.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-SOW-0001-LS-001 L/FILL - Process Improvements	10,800	33,000	11,200	55,000
IOR-SOW-0001-LS-002 L/FILL - Infrastructure Improvements	107,900	109,900	112,000	329,800
IOR-SOW-0001-LS-008 L/FILL - Gas System Expansion		105,800		105,800
IOR-SOW-0001-LS-004 L/FILL - East Cell Expansion - Phase II	1,320,000			1,320,000
IOR-SOW-0001-LS-009 L/FILL - Surface & Storm Water Management		249,300		249,300
IOR-SOW-0001-LS-011 West Cell Capping		1,028,000		1,028,000
IOR-SOW-0001-LS-014 Leachate Treatment Expansion - Phase II (b)		1,320,000		1,320,000
<b>Expenditures Total</b>	<b>1,438,700</b>	<b>2,846,000</b>	<b>123,200</b>	<b>4,407,900</b>
<b>Financing</b>				
Debenture	1,320,000	1,675,100		2,995,100
Other - Other Revenue	118,700	1,170,900		1,289,600

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

<b>Project Name :</b>	<b>Landfill Site</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-SOW-0001-LS-P
<b>Division :</b>	Solid Waste	<b>Parent ID :</b> IOR-SOW-0001-LS-P
<b>Divisional Category :</b>	Landfill Site	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Legislated	<b>Completion Year :</b> On Going

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Financing</b>				
Reserve & Reserve Funds			123,200	123,200
<b>Financing Total</b>	<b>1,438,700</b>	<b>2,846,000</b>	<b>123,200</b>	<b>4,407,900</b>

**OPERATING EXPANSION**

*No Operating Impact*



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

<b>Project Name :</b>	<b>Landfill Fleet Replacement</b>	<b>Project ID :</b> IOR-SOW-0002-LF-P
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Parent ID :</b> IOR-SOW-0002-LF-P
<b>Division :</b>	Solid Waste	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Landfill Fleet	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Cyclical Asset Replacement	

**PROJECT DETAILS**

**Project Description and Justification**

Involves the replacement of existing equipment according to the Capital Budget Replacement Schedule and provides for new equipment. The replacement program is based on criteria which includes: quantitative cost analysis (lifecycle costing), replacement policy, condition assessment (equipment appraisal, repair history and usage) and operational needs. The Solid Waste area includes the replacement of dozers, dump trucks, compactors, vehicles and equipment used in the operation of the landfill site.

**Consequences of Not Funding**

Increased maintenance costs on outdated equipment and possible operational inefficiencies.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-SOW-0002-LF-002 L/FILL - Vehicle and Equipment Replacement	380,700	140,000	58,000	578,700
<b>Expenditures Total</b>	<b>380,700</b>	<b>140,000</b>	<b>58,000</b>	<b>578,700</b>
<b>Financing</b>				
Other - Other Revenue	380,700	140,000		520,700
Reserve & Reserve Funds			58,000	58,000
<b>Financing Total</b>	<b>380,700</b>	<b>140,000</b>	<b>58,000</b>	<b>578,700</b>

**OPERATING EXPANSION**

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

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<b>Project Name :</b>	<b>Landfill Fleet Replacement</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-SOW-0002-LF-P
<b>Division :</b>	Solid Waste	<b>Parent ID :</b> IOR-SOW-0002-LF-P
<b>Divisional Category :</b>	Landfill Fleet	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> On Going

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<b>OPERATING EXPANSION</b>
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*No Operating Impact*

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Solid Waste</b>										
Landfill Site	625.5	127.9	248.8	156.9	282.9	2,577.1	293.7	169.1	305.0	1,295.2
Landfill Fleet	13.7	511.5	1,356.3	102.6	0.0	117.8	255.4	0.0	1,263.9	60.8
<b>Total Solid Waste</b>	<b>639.2</b>	<b>639.4</b>	<b>1,605.1</b>	<b>259.5</b>	<b>282.9</b>	<b>2,694.9</b>	<b>549.1</b>	<b>169.1</b>	<b>1,568.9</b>	<b>1,356.0</b>

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

**Wastewater**

**2024 BUDGET**

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Infrastructure, Development &amp; Operations</b>															
Personnel Services	47.0	4.4	47.0	4.6	5,260.2	4,760.2	5,366.3	2.0%				13.8	5,380.1	119.9	2.3%
Purchased Services					1,267.7	1,264.7	1,267.7						1,267.7		0.0%
Rents & Financial Expense					7,407.3	7,325.8	7,501.4	1.3%					7,501.4	94.1	1.3%
Materials					3,470.3	2,829.8	3,534.2	1.8%					3,534.2	63.9	1.8%
Gross Expenditures	47.0	4.4	47.0	4.6	17,405.5	16,180.5	17,669.6	1.5%				13.8	17,683.4	277.9	1.6%
User Fees & Service Charges					(27,429.2)	(27,429.0)	(27,429.2)			(817.5)			(28,246.7)	(817.5)	3.0%
Other Revenues						(0.2)									
Revenues					(27,429.2)	(27,429.2)	(27,429.2)			(817.5)			(28,246.7)	(817.5)	3.0%
Subtotal	<b>47.0</b>	<b>4.4</b>	<b>47.0</b>	<b>4.6</b>	<b>(10,023.7)</b>	<b>(11,248.7)</b>	<b>(9,759.6)</b>	<b>(2.6%)</b>		<b>(817.5)</b>		<b>13.8</b>	<b>(10,563.3)</b>	<b>(539.6)</b>	<b>5.4%</b>
Interfunctional Transfers					5,596.8	5,338.5	5,853.4	4.6%					5,853.4	256.6	4.6%
Transfers to Own Funds					6.7	6.7	6.7						6.7		
<b>Net Cost (Income)</b>	<b>47.0</b>	<b>4.4</b>	<b>47.0</b>	<b>4.6</b>	<b>(4,420.2)</b>	<b>(5,903.5)</b>	<b>(3,899.5)</b>	<b>(11.8%)</b>		<b>(817.5)</b>		<b>13.8</b>	<b>(4,703.2)</b>	<b>(283.0)</b>	<b>6.4%</b>

Wastewater

USER FEES

Sewer Surcharge rate will remain at 90% of Water billings. Revenue on customer accounts subject to Sewer Surcharge will increase based on the Water rate increase of 3.0%. Additionally, any Sewer Surcharge fees or other services will increase by 3.0%. The net budget impact on revenue is forecast to be (\$817,500) for 2024.

EXPANSION

Completion of 2023 capital construction projects along with the Sub-Division Takeover of Parkdale Stg 7 and Mount Forest Stg 5a &6 requires an expansion of 0.2 FTE to ensure staff and resources are available to maintain 1.4 km of Storm Sewer on Balmoral Ave and 0.04 km of new Sanitary on Coady Ave., Parkdale and Mount Forest will require resources to maintain 35 new catch basins, 26 new storm maintenance holes, 85 new storm sewer connections, 1.5 km storm mains, 7 sanitary maintenance holes, 55 sanitary service connections, and 0.46 km sanitary mains. Resulting in a gross and net budget impact of \$13,800.

	Net Change FT FTE	Net Change PT FTE	One Time Gross	One Time Net	Reduction Gross	Reduction Net	User Fees Gross	User Fees Net	Expansions Gross	Expansions Net
Total Wastewater		0.2						(817.5)	13.8	13.8

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

	Pages	2024 Gross Expense	2024 Net From Reserve	2025 Gross Expense	2025 Net From Reserve	2026 Gross Expense	2026 Net From Reserve
<b>Wastewater</b>							
Sanitary Network Expansion	7-19 to 7-20	200.0	200.0	1,500.0	1,500.0	50.0	50.0
Sanitary Innovations, Prog & Tech	7-21 to 7-22	143.2	143.2	130.9	130.9	137.2	137.2
Sanitary Fleet	7-23	219.4	219.4	121.4	121.4	849.2	849.2
Sanitary Sewer Rehabilitation	7-24 to 7-25	5,739.8	3,339.8	6,681.8	3,729.8	7,033.3	4,033.3
Water Pollution Control Plant	7-26 to 7-27	2,010.3	2,010.3	2,833.6	2,833.6	2,389.5	2,389.5
Pollution Prevention Control Plan	7-28 to 7-29	2,000.0	600.0	1,000.0	552.0	0.0	0.0
Sanitary Sewer Professional Fees	7-30 to 7-31	300.0	300.0	200.0	200.0	200.0	200.0
<b>Total Wastewater</b>		10,612.7	6,812.7	12,467.7	9,067.7	10,659.2	7,659.2

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

<b>Project Name :</b>	<b>Sanitary Sewage System: Network Expansion, Subdivision Oversizing</b>		
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b>	IOR-SAN-0001-NE-P
<b>Division :</b>	Wastewater	<b>Parent ID :</b>	IOR-SAN-0001-NE-P
<b>Divisional Category :</b>	Sanitary Network Expansion	<b>Requested Year :</b>	2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b>	On Going

**PROJECT DETAILS**

**Project Description and Justification**

Construction of new sanitary mains to meet demand. Network expansion includes Local Improvements and oversize contributions for new development. Planned development in 2024 on Burwood Road requires the City to contribute over-sizing funds for new trunk sewer construction.

**Consequences of Not Funding**

Failure to comply with Local Improvements petition for sanitary services. It could also restrict additional growth and future subdivision development.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-SAN-0001-NE-001 Subdivision Oversizing	200,000		50,000	250,000
IOR-SAN-0001-NE-005 Pool 6 Servicing		1,500,000		1,500,000
<b>Expenditures Total</b>	<b>200,000</b>	<b>1,500,000</b>	<b>50,000</b>	<b>1,750,000</b>
<b>Financing</b>				
Reserve & Reserve Funds	200,000	1,500,000	50,000	1,750,000
<b>Financing Total</b>	<b>200,000</b>	<b>1,500,000</b>	<b>50,000</b>	<b>1,750,000</b>

**OPERATING EXPANSION**

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

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<b>Project Name :</b>	<b>Sanitary Sewage System: Network Expansion, Subdivision Oversizing</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-SAN-0001-NE-P
<b>Division :</b>	Wastewater	<b>Parent ID :</b> IOR-SAN-0001-NE-P
<b>Divisional Category :</b>	Sanitary Network Expansion	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b> On Going

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<b>OPERATING EXPANSION</b>
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*No Operating Impact*

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

<b>Project Name :</b>	<b>Innovations, Programs &amp; Technological Upgrades</b>		
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b>	IOR-SAN-0002-NI-P
<b>Division :</b>	Wastewater	<b>Parent ID :</b>	IOR-SAN-0002-NI-P
<b>Divisional Category :</b>	Sanitary Innovations, Prog & Tech	<b>Requested Year :</b>	2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b>	On Going

**PROJECT DETAILS**

**Project Description and Justification**

Review processes and procedures, implement changes, and invest in new technology to improve efficiencies and meet changing demands. Upgrade computer infrastructure, hardware and software.

**Consequences of Not Funding**

Non-compliance of provincial legislation could lead to the municipality being charged by the provincial legislating body. New processes and procedures would not be investigated which could result in additional expenses or lost savings.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-SAN-0002-NI-001 Plant and Program Technology	29,000	40,000	40,000	109,000
IOR-SAN-0002-NI-002 Auger machine/hand rod equipment, C snake DVD	25,000	20,000	22,000	67,000
IOR-SAN-0002-NI-003 Wastewater Innovations Program Efficiency	69,200	50,900	55,200	175,300
IOR-SAN-0002-NI-004 Backflow Preventors - replacement of old inventory	20,000	20,000	20,000	60,000
<b>Expenditures Total</b>	<b>143,200</b>	<b>130,900</b>	<b>137,200</b>	<b>411,300</b>
<b>Financing</b>				
Reserve & Reserve Funds	143,200	130,900	137,200	411,300
<b>Financing Total</b>	<b>143,200</b>	<b>130,900</b>	<b>137,200</b>	<b>411,300</b>

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

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<b>Project Name :</b>	<b>Innovations, Programs &amp; Technological Upgrades</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-SAN-0002-NI-P
<b>Division :</b>	Wastewater	<b>Parent ID :</b> IOR-SAN-0002-NI-P
<b>Divisional Category :</b>	Sanitary Innovations, Prog & Tech	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b> On Going

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<b>OPERATING EXPANSION</b>
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*No Operating Impact*

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

<b>Project Name :</b>	<b>Sanitary: Fleet Replacement</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-SAN-0003-FR-P
<b>Division :</b>	Wastewater	<b>Parent ID :</b> IOR-SAN-0003-FR-P
<b>Divisional Category :</b>	Sanitary Fleet	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Replacement of existing equipment according to the Capital Budget Replacement Schedule and provides for new equipment within the areas under the jurisdiction of the Community Services Department. The replacement program is based on criteria which includes: quantitative cost analysis (lifecycle costing), replacement policy, condition assessment (equipment appraisal, repair history and usage) and operational needs. Includes the purchase of various backhoes, loaders, trucks, pumps, tools, etc. which are required for the operations area and the Water Pollution Control Plant.

**Consequences of Not Funding**

Increased operating costs and downtime along with reduced reliability.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-SAN-0003-FR-002 Vehicle Replacement	219,400	121,400	849,200	1,190,000
<b>Expenditures Total</b>	<b>219,400</b>	<b>121,400</b>	<b>849,200</b>	<b>1,190,000</b>
<b>Financing</b>				
Reserve & Reserve Funds	219,400	121,400	849,200	1,190,000
<b>Financing Total</b>	<b>219,400</b>	<b>121,400</b>	<b>849,200</b>	<b>1,190,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Sanitary Sewer Rehabilitation</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-SAN-0004-SA-P
<b>Division :</b>	Wastewater	<b>Parent ID :</b> IOR-SAN-0004-SA-P
<b>Divisional Category :</b>	Sanitary Sewer Rehabilitation	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Sanitary collection system renewal through replacement and rehabilitation of sanitary sewers, maintenance holes and lining of sanitary services. This program also includes flushing, cleaning and closed circuit tv inspections completed annually.

**Consequences of Not Funding**

Continued deterioration of assets. Maintenance costs will increase and service to public will be interrupted. Blockage or failure of sections of sanitary sewer could result in release of raw sewage and environmental violations and reduced public confidence in the City's sanitary system.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-SAN-0004-SA-006 House Lateral Lining	150,000	150,000	150,000	450,000
IOR-SAN-0004-SA-003 Sanitary Sewer Unspecified	1,389,800	1,336,800	2,788,300	5,514,900
IOR-SAN-0004-SA-004 Sanitary Sewer Lining	100,000	2,000,000		2,100,000
IOR-SAN-0004-SA-005 Maintenance hole and Appurtenance	150,000		150,000	300,000
IOR-SAN-0004-SA-014 Knight St - Dawson to River			245,000	245,000
IOR-SAN-0004-SA-020 Regent St - Van Norman to Red River		250,000		250,000
IOR-SAN-0004-SA-019 College St - Hebert to Red River		350,000		350,000
IOR-SAN-0004-SA-018 Memorial Ave - Queen to Inchiquin		195,000		195,000
IOR-SAN-0004-SA-045 Sanitary Sewer Cleaning and Inspection	1,500,000	1,500,000	1,500,000	4,500,000
IOR-SAN-0004-SA-076 Brock St - Brown to Heath		500,000		500,000
IOR-SAN-0004-SA-058 Burwood Sanitary Extension - Central to Oliver	300,000			300,000

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

<b>Project Name :</b>	<b>Sanitary Sewer Rehabilitation</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-SAN-0004-SA-P
<b>Division :</b>	Wastewater	<b>Parent ID :</b> IOR-SAN-0004-SA-P
<b>Divisional Category :</b>	Sanitary Sewer Rehabilitation	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

<b>PROJECT BUDGET</b>
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	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-SAN-0004-SA-073 College St - Hebert to Van Norman	350,000			350,000
IOR-SAN-0004-SA-075 Current Ave and Current Bay	500,000			500,000
IOR-SAN-0004-SA-077 Dease St - May to Simpson	750,000			750,000
IOR-SAN-0004-SA-065 Excess Soil Regulatory Requirements	50,000	50,000	50,000	150,000
IOR-SAN-0004-SA-078 Finlayson St - May to Simpson			750,000	750,000
IOR-SAN-0004-SA-081 Forest St - Harold to Norah	250,000			250,000
IOR-SAN-0004-SA-072 Leith St - May to Archibald		350,000		350,000
IOR-SAN-0004-SA-066 Leith St - May to Simpson			600,000	600,000
IOR-SAN-0004-SA-079 Monitoring & Reinforcement Trunk Sewer			800,000	800,000
IOR-SAN-0004-SA-080 Simpson St - Rowand to Dease	250,000			250,000
<b>Expenditures Total</b>	<b>5,739,800</b>	<b>6,681,800</b>	<b>7,033,300</b>	<b>19,454,900</b>
<b>Financing</b>				
Debenture	2,400,000	2,952,000	3,000,000	8,352,000
Reserve & Reserve Funds	3,339,800	3,729,800	4,033,300	11,102,900
<b>Financing Total</b>	<b>5,739,800</b>	<b>6,681,800</b>	<b>7,033,300</b>	<b>19,454,900</b>

<b>OPERATING EXPANSION</b>
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**No Operating Impact**

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

<b>Project Name :</b>	Water Pollution Control Plant	<b>Project ID :</b> IOR-SAN-0005-WP-P
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Parent ID :</b> IOR-SAN-0005-WP-P
<b>Division :</b>	Wastewater	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Water Pollution Control Plant	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Asset Maintenance	

**PROJECT DETAILS**

**Project Description and Justification**

Replacement and rehabilitation of existing plant infrastructure. Includes a Preventative Maintenance Program which involves repairs and replacement to buildings, equipment and pumping stations. The budget for Plant and Process reflects an estimate of the impact of rehabilitation work done to date and renewal work required based on an annual assessment of assets.

**Consequences of Not Funding**

Increased risk to public health, safety, and the environment. Failure to fund could result in non-compliance of provincial and/or federal regulations. Increased maintenance costs of deteriorated facilities, equipment, and structures and possible service disruptions.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-SAN-0005-WP-001 Atlantic Ave - WPCP Process	675,500	1,169,800	1,181,000	3,026,300
IOR-SAN-0005-WP-002 Atlantic Ave - WPCP Electrical	52,800	61,800	89,500	204,100
IOR-SAN-0005-WP-003 Atlantic Ave - WPCP Building & Grounds	372,000	897,000	157,000	1,426,000
IOR-SAN-0005-WP-004 Atlantic Ave - WPCP Instrumentation	265,000	110,000	205,000	580,000
IOR-SAN-0005-WP-005 Atlantic Ave - WPCP HVAC	30,000	30,000	29,200	89,200
IOR-SAN-0005-WP-006 Sewage Pumping Stations - All groups	100,000	50,000	50,000	200,000
IOR-SAN-0005-WP-007 Atlantic Ave - WPCP Professional fees	315,000	315,000	315,000	945,000
IOR-SAN-0005-WP-008 Atlantic Ave - WPCP Unplanned repairs	200,000	200,000	200,000	600,000
IOR-SAN-0005-WP-009 Atlantic Ave - WPCP Generator Standby Power			162,800	162,800
<b>Expenditures Total</b>	<b>2,010,300</b>	<b>2,833,600</b>	<b>2,389,500</b>	<b>7,233,400</b>
<b>Financing</b>				

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

<b>Project Name :</b>	<b>Water Pollution Control Plant</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-SAN-0005-WP-P
<b>Division :</b>	Wastewater	<b>Parent ID :</b> IOR-SAN-0005-WP-P
<b>Divisional Category :</b>	Water Pollution Control Plant	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Financing</b>				
Reserve & Reserve Funds	2,010,300	2,833,600	2,389,500	7,233,400
<b>Financing Total</b>	<b>2,010,300</b>	<b>2,833,600</b>	<b>2,389,500</b>	<b>7,233,400</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Pollution Prevention Control Plan</b>	<b>Project ID :</b> IOR-SAN-0006-PP-P
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Parent ID :</b> IOR-SAN-0006-PP-P
<b>Division :</b>	Wastewater	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Pollution Prevention Control Plan	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	Asset Maintenance	

**PROJECT DETAILS**

**Project Description and Justification**

To comply with the Pollution Prevention Control Plan (PPCP) recommendations as set out in Report 99.059. This report outlines a long range plan for combined sewer separation. Capital improvements to comply with Ministry of the Environment, Conservation and Parks regulations. Plan implementation will relieve loading to the WPCP and reduce treatment costs. For 2024, 40% of the project funding will come from the Disaster Mitigation and Adaptation Fund (DMAF).

**Consequences of Not Funding**

Non-compliance with the Ministry regulations. Increased potential for flooding and back-ups and associated liabilities, and continued increase in treatment costs of operating the Water Pollution Control Plant.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-SAN-0006-PP-031 Storm Separation Unspecified	500,000	920,000		1,420,000
IOR-SAN-0006-PP-058 Balmoral - Victoria to Miles	750,000			750,000
IOR-SAN-0006-PP-065 Banning - Midblock Laneway to Cornwall	150,000			150,000
IOR-SAN-0006-PP-057 Front Street - Angus to City Yard	100,000			100,000
IOR-SAN-0006-PP-056 Knight Street		80,000		80,000
IOR-SAN-0006-PP-061 Prospect - Hebert to Van Norman	200,000			200,000
IOR-SAN-0006-PP-064 Retire Regulating MH Victoria and Hardisty	300,000			300,000
<b>Expenditures Total</b>	<b>2,000,000</b>	<b>1,000,000</b>		<b>3,000,000</b>
<b>Financing</b>				
Subsidy - Federal Grants	800,000	400,000		1,200,000
Debenture	600,000	48,000		648,000



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

<b>Project Name :</b>	<b>Pollution Prevention Control Plan</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-SAN-0006-PP-P
<b>Division :</b>	Wastewater	<b>Parent ID :</b> IOR-SAN-0006-PP-P
<b>Divisional Category :</b>	Pollution Prevention Control Plan	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Financing</b>				
Reserve & Reserve Funds	600,000	552,000		1,152,000
<b>Financing Total</b>	<b>2,000,000</b>	<b>1,000,000</b>		<b>3,000,000</b>

**OPERATING EXPANSION**

	2024	2025	2026	Total
Personnel Services	400	2,000		2,400
<b>Expenses</b>	<b>400</b>	<b>2,000</b>		<b>2,400</b>
<b>Net Cost (Income)</b>	<b>400</b>	<b>2,000</b>		<b>2,400</b>

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

<b>Project Name :</b>	<b>Sanitary: Professional Fees, Studies &amp; Miscellaneous</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-SAN-0007-PS-P
<b>Division :</b>	Wastewater	<b>Parent ID :</b> IOR-SAN-0007-PS-P
<b>Divisional Category :</b>	Sanitary Sewer Professional Fees	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Studies and reports by engineering, legal, accounting or other professionals. This will include the review of legislation and regulations to determine compliance issues and implementation strategies. Pre-engineering design costs for in-house staff to prepare designs for upcoming capital projects related to the waste water network. Structural inspections of waste water physical plants are required on an ongoing basis to ensure structural integrity. Studies to improve infrastructure continue to be done to provide further direction to this program.

**Consequences of Not Funding**

Loss of opportunities for process and program improvements. Pre-engineering work is required to ensure that regular asset maintenance can be carried out in a timely manner. Various capital work would not be carried out without the required analysis.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-SAN-0007-PS-001 Pre-Engineering Design & Contract Admin	150,000	150,000	150,000	450,000
IOR-SAN-0007-PS-002 Professional Fees for Studies	150,000	50,000	50,000	250,000
<b>Expenditures Total</b>	<b>300,000</b>	<b>200,000</b>	<b>200,000</b>	<b>700,000</b>
<b>Financing</b>				
Reserve & Reserve Funds	300,000	200,000	200,000	700,000
<b>Financing Total</b>	<b>300,000</b>	<b>200,000</b>	<b>200,000</b>	<b>700,000</b>

**OPERATING EXPANSION**

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

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<b>Project Name :</b>	<b>Sanitary: Professional Fees, Studies &amp; Miscellaneous</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-SAN-0007-PS-P
<b>Division :</b>	Wastewater	<b>Parent ID :</b> IOR-SAN-0007-PS-P
<b>Divisional Category :</b>	Sanitary Sewer Professional Fees	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	New Projects	<b>Completion Year :</b> On Going

<b>OPERATING EXPANSION</b>
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*No Operating Impact*

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Wastewater</b>										
Sanitary Network Expansion	63.1	64.3	65.5	66.8	68.0	69.3	70.7	72.0	73.4	74.8
Sanitary Innovations, Prog & Tech	143.9	147.9	154.6	120.2	122.5	124.8	110.0	110.0	110.0	110.0
Sanitary Fleet	778.8	396.1	163.8	117.5	129.3	0.0	356.1	266.4	36.7	299.0
Sanitary Sewer Rehabilitation	6,934.2	7,421.0	7,583.0	8,561.2	8,750.3	8,916.6	6,702.5	6,902.5	6,850.0	7,500.0
Water Pollution Control Plant	2,711.6	2,734.0	3,307.0	1,874.5	2,721.8	2,634.9	2,058.8	2,309.0	2,444.0	2,115.0
Sanitary Sewer Professional Fees	252.4	257.2	262.1	267.1	272.2	277.3	282.6	288.0	293.5	299.0
<b>Total Wastewater</b>	<b>10,884.0</b>	<b>11,020.5</b>	<b>11,536.0</b>	<b>11,007.3</b>	<b>12,064.1</b>	<b>12,022.9</b>	<b>9,580.7</b>	<b>9,947.9</b>	<b>9,807.6</b>	<b>10,397.8</b>

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

**Waterworks**

**2024 BUDGET**

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Infrastructure, Development &amp; Operations</b>															
Personnel Services	75.8	3.9	75.8	4.1	8,927.0	8,427.0	9,059.1	1.5%				14.1	9,073.2	146.2	1.6%
Purchased Services					704.2	1,276.1	1,304.4	85.2%					1,304.4	600.2	85.2%
Rents & Financial Expense					8,800.2	8,533.3	8,732.2	(0.8%)					8,732.2	(68.0)	(0.8%)
Materials					3,028.7	3,418.7	3,233.5	6.8%					3,233.5	204.8	6.8%
Gross Expenditures	75.8	3.9	75.8	4.1	21,460.1	21,655.1	22,329.2	4.0%				14.1	22,343.3	883.2	4.1%
User Fees & Service Charges					(34,441.0)	(35,009.5)	(34,464.0)	0.1%		(1,009.0)			(35,473.0)	(1,032.0)	3.0%
Other Revenues					(40.0)	(71.5)	(40.0)						(40.0)		
Revenues					(34,481.0)	(35,081.0)	(34,504.0)	0.1%		(1,009.0)			(35,513.0)	(1,032.0)	3.0%
Subtotal	<b>75.8</b>	<b>3.9</b>	<b>75.8</b>	<b>4.1</b>	<b>(13,020.9)</b>	<b>(13,425.9)</b>	<b>(12,174.8)</b>	<b>(6.5%)</b>		<b>(1,009.0)</b>		<b>14.1</b>	<b>(13,169.7)</b>	<b>(148.8)</b>	<b>1.1%</b>
Interfunctional Transfers					5,282.3	5,114.8	5,379.1	1.8%					5,379.1	96.8	1.8%
Transfers to Own Funds					25.6		25.6						25.6		
<b>Net Cost (Income)</b>	<b>75.8</b>	<b>3.9</b>	<b>75.8</b>	<b>4.1</b>	<b>(7,713.0)</b>	<b>(8,311.1)</b>	<b>(6,770.1)</b>	<b>(12.2%)</b>		<b>(1,009.0)</b>		<b>14.1</b>	<b>(7,765.0)</b>	<b>(52.0)</b>	<b>0.7%</b>

**Waterworks**

**USER FEES**

Water billings, fixed and variable, will increase 3.0% in 2024 consistent with the Water Authority Financial Plan. The increase will be applied to all charges paid by customers for water services. The projected net budget impact on revenue is forecast to be an increase of (\$1,009,000) in revenues.

**EXPANSION**

Sub-Division Takeover of Parkdale Stg 7 and Mount Forest Stg 5a &6 requires an expansion of 0.2 FTE to ensure staff and resources are available to maintain 1.5 km water main, 11 hydrants and 85 water service connections Resulting in a gross and net budget impact of \$14,100.

	Net Change FT FTE	Net Change PT FTE	One Time Gross	One Time Net	Reduction Gross	Reduction Net	User Fees Gross	User Fees Net	Expansions Gross	Expansions Net
Total Waterworks		0.2						(1,009.0)	14.1	14.1

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

	Pages	2024	2024	2025	2025	2026	2026
		Gross	Net From	Gross	Net From	Gross	Net From
		Expense	Reserve	Expense	Reserve	Expense	Reserve
<b>Waterworks</b>							
Plants, Pumping Stations & Reservoirs	7-36 to 7-37	1,819.0	1,819.0	2,458.0	2,458.0	2,605.0	2,605.0
Water Innovations, Prog & Tech	7-38 to 7-39	1,370.0	1,370.0	1,070.0	1,070.0	1,280.0	1,280.0
Water Fleet	7-40	392.0	392.0	731.0	731.0	512.0	512.0
Watermain Replace / Rehabilitation	7-41 to 7-42	8,150.0	3,550.0	8,900.0	4,300.0	9,467.0	4,867.0
Water Network Expansion	7-43 to 7-44	250.0	250.0	50.0	50.0	50.0	50.0
Water Professional Fees	7-45 to 7-46	365.0	365.0	365.0	365.0	365.0	365.0
<b>Total Waterworks</b>		12,346.0	7,746.0	13,574.0	8,974.0	14,279.0	9,679.0

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

<b>Project Name :</b>	<b>Treatment Plants, Pump Stations, Reservoirs &amp; Structures</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-WAW-0001-TP-P
<b>Division :</b>	Waterworks	<b>Parent ID :</b> IOR-WAW-0001-TP-P
<b>Divisional Category :</b>	Plants, Pumping Stations & Reservoirs	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Legislated	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Replacement or rebuilding of equipment and improvements to the buildings and grounds of existing water treatment plants, pumping stations and reservoirs.

**Consequences of Not Funding**

Increased risk to public health, safety, and the environment. Failure to fund could result in non-compliance of provincial and/or federal regulations. Increased maintenance costs of deteriorated facilities, equipment, and structures and possible service disruptions.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-WAW-0001-TP-001 Bare Point WTP Process	701,500	1,885,800	1,981,300	4,568,600
IOR-WAW-0001-TP-002 Bare Point WTP Electrical	120,000	40,000	50,000	210,000
IOR-WAW-0001-TP-003 Bare Point WTP HVAC	20,000	20,000	20,000	60,000
IOR-WAW-0001-TP-004 Bare Point WTP Instrumentation	45,000	45,000	45,000	135,000
IOR-WAW-0001-TP-005 Bare Point WTP Buildings and Grounds	85,000	30,000	30,000	145,000
IOR-WAW-0001-TP-006 Pumping Stations and Reservoirs Process	86,000	22,200	48,200	156,400
IOR-WAW-0001-TP-007 Pumping Stations and Reservoirs Electrical	115,000	9,000	10,000	134,000
IOR-WAW-0001-TP-008 Pumping Stations and Reservoirs HVAC			5,500	5,500
IOR-WAW-0001-TP-009 Pumping Stations and Reservoirs Instrumentation	20,000	6,000		26,000
IOR-WAW-0001-TP-010 Pumping Stations and Reservoirs Bldg/Grnds	226,500		15,000	241,500
IOR-WAW-0001-TP-011 Bare Point WTP Professional fees	200,000	200,000	200,000	600,000



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

<b>Project Name :</b>	<b>Treatment Plants, Pump Stations, Reservoirs &amp; Structures</b>		
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b>	IOR-WAW-0001-TP-P
<b>Division :</b>	Waterworks	<b>Parent ID :</b>	IOR-WAW-0001-TP-P
<b>Divisional Category :</b>	Plants, Pumping Stations & Reservoirs	<b>Requested Year :</b>	2024
<b>Project Classification :</b>	Legislated	<b>Completion Year :</b>	On Going

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-WAW-0001-TP-012 Bare Point WTP Unplanned repairs	200,000	200,000	200,000	600,000
<b>Expenditures Total</b>	<b>1,819,000</b>	<b>2,458,000</b>	<b>2,605,000</b>	<b>6,882,000</b>
<b>Financing</b>				
Reserve & Reserve Funds	1,819,000	2,458,000	2,605,000	6,882,000
<b>Financing Total</b>	<b>1,819,000</b>	<b>2,458,000</b>	<b>2,605,000</b>	<b>6,882,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Water: Innovations, Programs &amp; Technological Upgrades</b>		
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b>	IOR-WAW-0002-NI-P
<b>Division :</b>	Waterworks	<b>Parent ID :</b>	IOR-WAW-0002-NI-P
<b>Divisional Category :</b>	Water Innovations, Prog & Tech	<b>Requested Year :</b>	2024
<b>Project Classification :</b>	Work in Progress	<b>Completion Year :</b>	On Going

**PROJECT DETAILS**

**Project Description and Justification**

Project includes studies, programs and equipment. Project expenses relate to the implementation of legislative changes. A large component addresses water conservation, water quality, backflow prevention and lead reduction initiatives. This will also include projects to promote energy efficiency, wise use of water and source water protection. Annual funding for computer infrastructure, hardware and software. Equipment needed in operations and engineering field work related to waterworks.

**Consequences of Not Funding**

Increased costs in locating information and time delays in responding to operational issues. Poor record keeping can result in costly delays to repairs. Data maintenance costs will continue to be high and data will be maintained manually which allows for errors, creates access problems and is costly. Improved level of accuracy and preventative maintenance planning would result from better data which will not be possible without automation.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-WAW-0002-NI-001 Program Technology & Equipment	20,000	20,000	80,000	120,000
IOR-WAW-0002-NI-002 Water Use Innovation Program Efficiency	100,000	150,000	200,000	450,000
IOR-WAW-0002-NI-004 Large Water Meter Replacement Program	100,000	100,000	100,000	300,000
IOR-WAW-0002-NI-006 Water Fill Stations	150,000	150,000	150,000	450,000
IOR-WAW-0002-NI-011 Lead Reduction Program	1,000,000	650,000	750,000	2,400,000
<b>Expenditures Total</b>	<b>1,370,000</b>	<b>1,070,000</b>	<b>1,280,000</b>	<b>3,720,000</b>
<b>Financing</b>				
Reserve & Reserve Funds	1,370,000	1,070,000	1,280,000	3,720,000
<b>Financing Total</b>	<b>1,370,000</b>	<b>1,070,000</b>	<b>1,280,000</b>	<b>3,720,000</b>

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

<b>Project Name :</b>	<b>Water: Innovations, Programs &amp; Technological Upgrades</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-WAW-0002-NI-P
<b>Division :</b>	Waterworks	<b>Parent ID :</b> IOR-WAW-0002-NI-P
<b>Divisional Category :</b>	Water Innovations, Prog & Tech	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Work in Progress	<b>Completion Year :</b> On Going

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Waterworks Fleet Replacement</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-WAW-0003-FW-P
<b>Division :</b>	Waterworks	<b>Parent ID :</b> IOR-WAW-0003-FW-P
<b>Divisional Category :</b>	Water Fleet	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Involves the replacement of existing equipment according to the Capital Budget Replacement Schedule and provides for new equipment within the areas under the jurisdiction of the Community Services Department. The replacement program is based on criteria which includes: quantitative cost analysis (lifecycle costing), replacement policy, condition assessment (equipment appraisal, repair history and usage), and operational needs. For Waterworks, the fleet replacement program involves the purchase of various backhoes, vehicles, pumps, jackhammers, tools, etc. required for the maintenance of the water system including the water treatment plant.

**Consequences of Not Funding**

Increased maintenance costs of outdated equipment and possible inefficiencies in providing adequate response in critical repair situations.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-WAW-0003-FW-001 Equipment Replacement and Refurbishing	392,000	731,000	512,000	1,635,000
<b>Expenditures Total</b>	<b>392,000</b>	<b>731,000</b>	<b>512,000</b>	<b>1,635,000</b>
<b>Financing</b>				
Reserve & Reserve Funds	392,000	731,000	512,000	1,635,000
<b>Financing Total</b>	<b>392,000</b>	<b>731,000</b>	<b>512,000</b>	<b>1,635,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

<b>Project Name :</b>	<b>Watermain Replacement &amp; Rehabilitation</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-WAW-0004-WR-P
<b>Division :</b>	Waterworks	<b>Parent ID :</b> IOR-WAW-0004-WR-P
<b>Divisional Category :</b>	Watermain Replace / Rehabilitation	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Water Distribution system renewal through replacement and rehabilitation of water mains and appurtenances, looping to address water quality and fire flows, and removal of lead services.

**Consequences of Not Funding**

Continued deterioration of assets. Maintenance costs will increase and service to the public will be interrupted. Increased boil water advisories and liability associated with reduced fire flows. Reduced public confidence in the City as the Drinking Water Authority.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-WAW-0004-WR-001 Cathodic Protection	100,000	100,000	100,000	300,000
IOR-WAW-0004-WR-003 Kerr Hydrant Replacement	125,000	125,000	125,000	375,000
IOR-WAW-0004-WR-013 Lead Service Replacement Program	750,000	750,000	750,000	2,250,000
IOR-WAW-0004-WR-017 Cleaning and Cement Mortar Lining	2,500,000	2,500,000	2,500,000	7,500,000
IOR-WAW-0004-WR-038 Valves and Chambers	250,000	250,000	250,000	750,000
IOR-WAW-0004-WR-056 Utility Cut Restoration	100,000	100,000	100,000	300,000
IOR-WAW-0004-WR-004 Looping Program - Water Quality and Flow	150,000	205,000	150,000	505,000
IOR-WAW-0004-WR-002 Unspecified Watermain Replace / Rehab	145,000	1,365,000	2,992,000	4,502,000
IOR-WAW-0004-WR-005 Commerce St - Mountdale to Walsh			525,000	525,000
IOR-WAW-0004-WR-018 Knight St - Dawson to River			225,000	225,000
IOR-WAW-0004-WR-027 Luci Crt - Isabella to Moodie		315,000		315,000

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

<b>Project Name :</b>	<b>Watermain Replacement &amp; Rehabilitation</b>		
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b>	IOR-WAW-0004-WR-P
<b>Division :</b>	Waterworks	<b>Parent ID :</b>	IOR-WAW-0004-WR-P
<b>Divisional Category :</b>	Watermain Replace / Rehabilitation	<b>Requested Year :</b>	2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b>	On Going

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-WAW-0004-WR-088 Regent St - Van Norman to Red River Rd		450,000		450,000
IOR-WAW-0004-WR-130 Balmoral St - Miles to Victoria	175,000			175,000
IOR-WAW-0004-WR-141 Brock St - Brown to Heath		500,000		500,000
IOR-WAW-0004-WR-139 College St - Hebert to Van Norman	350,000			350,000
IOR-WAW-0004-WR-142 Cumberland St - Villa to McVicar Crk		325,000		325,000
IOR-WAW-0004-WR-140 Current Ave, Current Bay and Richard St	500,000			500,000
IOR-WAW-0004-WR-144 Dease St - Balmoral to Conservatory	300,000			300,000
IOR-WAW-0004-WR-147 Dease St - Simpson to May	750,000			750,000
IOR-WAW-0004-WR-127 Excess Soil Regulatory Requirements	45,000	35,000		80,000
IOR-WAW-0004-WR-146 Finlayson St - Simpson to May			750,000	750,000
IOR-WAW-0004-WR-135 Juniper Dr		800,000		800,000
IOR-WAW-0004-WR-120 Leith St - May to Archibald		350,000		350,000
IOR-WAW-0004-WR-136 Leith St - Simpson to May			500,000	500,000
IOR-WAW-0004-WR-145 Mooney Ave - Burbidge to Mooney			300,000	300,000
IOR-WAW-0004-WR-124 Phillips St - Phillips to McAuliff		730,000		730,000
IOR-WAW-0004-WR-134 Poplar Ave	800,000			800,000
IOR-WAW-0004-WR-143 Simpson St - Rowand to Dease	750,000			750,000
IOR-WAW-0004-WR-137 Victoriaville Demo & Reconstruction	360,000			360,000
IOR-WAW-0004-WR-129 Water Street - Cumberland to Bay			200,000	200,000
<b>Expenditures Total</b>	<b>8,150,000</b>	<b>8,900,000</b>	<b>9,467,000</b>	<b>26,517,000</b>
<b>Financing</b>				
Debenture	4,600,000	4,600,000	4,600,000	13,800,000
Reserve & Reserve Funds	3,550,000	4,300,000	4,867,000	12,717,000
<b>Financing Total</b>	<b>8,150,000</b>	<b>8,900,000</b>	<b>9,467,000</b>	<b>26,517,000</b>

**OPERATING EXPANSION**

	2024	2025	2026	Total
Personnel Services	300	2,000		2,300
<b>Expenses</b>	<b>300</b>	<b>2,000</b>		<b>2,300</b>
<b>Net Cost (Income)</b>	<b>300</b>	<b>2,000</b>		<b>2,300</b>

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

<b>Project Name :</b>	<b>Water: Network Expansion</b>	<b>Project ID :</b> IOR-WAW-0005-NE-P
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Parent ID :</b> IOR-WAW-0005-NE-P
<b>Division :</b>	Waterworks	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Water Network Expansion	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	New Projects	

**PROJECT DETAILS**

**Project Description and Justification**

Construction of new watermains to meet demand. Network expansions include subdivision oversizing and Local Improvements.

**Consequences of Not Funding**

Restricts development and ability to make system improvements. Could negatively impact Local Improvements.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-WAW-0005-NE-001 Water: Subdivision Oversizing	250,000	50,000	50,000	350,000
<b>Expenditures Total</b>	<b>250,000</b>	<b>50,000</b>	<b>50,000</b>	<b>350,000</b>
<b>Financing</b>				
Reserve & Reserve Funds	250,000	50,000	50,000	350,000
<b>Financing Total</b>	<b>250,000</b>	<b>50,000</b>	<b>50,000</b>	<b>350,000</b>

**OPERATING EXPANSION**

	2024	2025	2026	Total
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**CITY OF THUNDER BAY**  
**Capital Project Detail Sheet**  
**2024 - 2026 Capital Budget Forecast**

<b>Project Name :</b>	<b>Water: Network Expansion</b>	<b>Project ID :</b> IOR-WAW-0005-NE-P
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Parent ID :</b> IOR-WAW-0005-NE-P
<b>Division :</b>	Waterworks	<b>Requested Year :</b> 2024
<b>Divisional Category :</b>	Water Network Expansion	<b>Completion Year :</b> On Going
<b>Project Classification :</b>	New Projects	

<b>OPERATING EXPANSION</b>
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	2024	2025	2026	Total
Personnel Services	1,100			1,100
<b>Expenses</b>	<b>1,100</b>			<b>1,100</b>
<b>Net Cost (Income)</b>	<b>1,100</b>			<b>1,100</b>



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

<b>Project Name :</b>	<b>Professional Fees, Studies &amp; Miscellaneous</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-WAW-0006-PW-P
<b>Division :</b>	Waterworks	<b>Parent ID :</b> IOR-WAW-0006-PW-P
<b>Divisional Category :</b>	Water Professional Fees	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

**PROJECT DETAILS**

**Project Description and Justification**

Involves studies and reports by engineering, legal, accounting or other professionals. This will include the review of legislation and regulations to determine compliance issues and implementation strategies. Pre-engineering design costs for in-house staff to prepare designs for upcoming capital projects related to the water network. Structural inspections of waterworks physical plants are required on an ongoing basis to ensure structural integrity. Studies to improve infrastructure continue to be done to provide further direction to this program.

**Consequences of Not Funding**

If structures are not inspected and deterioration is allowed to occur, tunnels and other assets may fail. Pre-engineering work is required to ensure that regular asset maintenance can be carried out in a timely manner. Various capital work would not be carried out without the required information analysis.

**PROJECT BUDGET**

	2024	2025	2026	Total
<b>Expenditures</b>				
IOR-WAW-0006-PW-001 Professional Fees for Studies, DWQMS, Audit	175,000	175,000	175,000	525,000
IOR-WAW-0006-PW-002 Pre-Engineering Design & Contract Admin	140,000	140,000	140,000	420,000
IOR-WAW-0006-PW-006 Water Model Updates	50,000	50,000	50,000	150,000
<b>Expenditures Total</b>	<b>365,000</b>	<b>365,000</b>	<b>365,000</b>	<b>1,095,000</b>
<b>Financing</b>				
Reserve & Reserve Funds	365,000	365,000	365,000	1,095,000
<b>Financing Total</b>	<b>365,000</b>	<b>365,000</b>	<b>365,000</b>	<b>1,095,000</b>

**OPERATING EXPANSION**

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

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<b>Project Name :</b>	<b>Professional Fees, Studies &amp; Miscellaneous</b>	
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b> IOR-WAW-0006-PW-P
<b>Division :</b>	Waterworks	<b>Parent ID :</b> IOR-WAW-0006-PW-P
<b>Divisional Category :</b>	Water Professional Fees	<b>Requested Year :</b> 2024
<b>Project Classification :</b>	Asset Maintenance	<b>Completion Year :</b> On Going

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<b>OPERATING EXPANSION</b>
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*No Operating Impact*

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Waterworks</b>										
Plants, Pumping Stations & Reservoirs	2,670.4	2,547.0	2,712.3	4,447.9	2,850.4	2,865.4	2,845.4	3,525.4	3,625.4	1,925.4
Water Innovations, Prog & Tech	1,250.0	1,250.0	1,250.0	1,050.0	1,000.0	1,100.0	1,100.0	600.0	600.0	600.0
Water Fleet	101.0	187.0	166.0	1,230.0	460.0	945.0	618.0	636.0	166.0	429.0
Watermain Replace / Rehabilitation	12,136.0	11,003.0	9,610.0	10,721.6	9,771.6	9,703.6	10,583.6	8,017.6	8,312.6	8,460.6
Water Network Expansion	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0
Water Professional Fees	415.0	415.0	415.0	415.0	315.0	315.0	315.0	315.0	315.0	315.0
<b>Total Waterworks</b>	<b>16,622.4</b>	<b>15,452.0</b>	<b>14,203.3</b>	<b>17,914.5</b>	<b>14,447.0</b>	<b>14,979.0</b>	<b>15,512.0</b>	<b>13,144.0</b>	<b>13,069.0</b>	<b>11,780.0</b>

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

Prince Arthur's Landing - Boater Services

2024 BUDGET

FINANCIAL RESOURCES	2023 FT FTE	2023 PT FTE	2024 FT FTE	2024 PT FTE	2023 Approved Budget	2023 Estimated Actuals	2024 Base	2024 Base vs 2023 % Increase	One Time	User Fee Increase	Reduction	Expansion	2024 Requested Budget	2024 vs 2023 \$ Change	2024 vs 2023 % Change
<b>Infrastructure, Development &amp; Operations</b>															
Personnel Services	1.2	0.8	1.2	0.8	157.5	127.5	159.9	1.5%					159.9	2.4	1.5%
Purchased Services					0.4	0.4	0.4						0.4		0.0%
Rents & Financial Expense					39.3	38.4	40.5	3.1%					40.5	1.2	3.1%
Materials					177.3	204.9	177.3						177.3		0.0%
Gross Expenditures	1.2	0.8	1.2	0.8	374.5	371.2	378.1	1.0%					378.1	3.6	1.0%
User Fees & Service Charges					(608.6)	(605.3)	(609.6)	0.2%		(23.5)			(633.1)	(24.5)	4.0%
Revenues					(608.6)	(605.3)	(609.6)	0.2%		(23.5)			(633.1)	(24.5)	4.0%
Subtotal	1.2	0.8	1.2	0.8	(234.1)	(234.1)	(231.5)	(1.1%)		(23.5)			(255.0)	(20.9)	8.9%
Interfunctional Transfers					94.1	92.2	102.6	9.0%					102.6	8.5	9.0%
Transfers to Own Funds					0.3		0.3						0.3		
<b>Net Cost (Income)</b>	<b>1.2</b>	<b>0.8</b>	<b>1.2</b>	<b>0.8</b>	<b>(139.7)</b>	<b>(141.9)</b>	<b>(128.6)</b>	<b>(7.9%)</b>		<b>(23.5)</b>			<b>(152.1)</b>	<b>(12.4)</b>	<b>8.9%</b>

Prince Arthur's Landing - Boater Services

USER FEES

A 5% increase in rentals (docking) has been included in the 2024 budget. The estimated revenue from the increase results in a net budget impact of (\$23,500).

	Net Change	Net Change	One Time	One Time	Reduction	Reduction	User Fees	User Fees	Expansions	Expansions
	FT FTE	PT FTE	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Total Prince Arthur's Landing - Boater Services								(23.5)		

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

	Pages	2024 Gross Expense	2024 Net From Reserve	2025 Gross Expense	2025 Net From Reserve	2026 Gross Expense	2026 Net From Reserve
<b>Prince Arthur's Landing - Boater Services</b>							
Capital Maintenance	7-51	60.0	60.0	60.0	60.0	60.0	60.0
<b>Total Prince Arthur's Landing - Boater Services</b>		60.0	60.0	60.0	60.0	60.0	60.0

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

<b>Project Name :</b>	<b>Boater Services - Infrastructure Maintenance</b>		
<b>Department :</b>	IOR Infrastructure & Operations - Rate	<b>Project ID :</b>	IOR-PAL-0001-WF-P
<b>Division :</b>	Prince Arthur's Landing - Boater Services	<b>Parent ID :</b>	IOR-PAL-0001-WF-P
<b>Divisional Category :</b>	Capital Maintenance	<b>Requested Year :</b>	2024
<b>Project Classification :</b>	Cyclical Asset Replacement	<b>Completion Year :</b>	On Going

**PROJECT DETAILS**

**Project Description and Justification**

Core funding for capital maintenance items that are identified as part of operations including inspections and minor adjustments to dock facilities. Examples of work done include replacement of corroded anchor cables, realignment of shifted anchor systems, replacement of deteriorated floats and dock platform structural repairs and repairs to fuel system. Surveys of past and present marina users indicate that safety of the existing docks is a priority item. Future assessments and studies may identify major repairs to dock facilities or work related to other marina infrastructure (building and piers).

**Consequences of Not Funding**

Equipment and facilities will deteriorate. Docks that have deteriorated pose a safety hazard and are a risk management concern. Potential for removing faulty docks from service with resultant loss in overall dock inventory and possible decrease in revenue. Significant customer dissatisfaction will occur.

**PROJECT BUDGET**

		2024	2025	2026	Total
<b>Expenditures</b>					
IOR-PAL-0001-WF-001 Capital Maintenance		60,000	60,000	60,000	180,000
	<b>Expenditures Total</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>180,000</b>
<b>Financing</b>					
Reserve & Reserve Funds		60,000	60,000	60,000	180,000
	<b>Financing Total</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>180,000</b>

**OPERATING EXPANSION**

*No Operating Impact*

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

	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross	Gross
	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense	Expense
<b>Prince Arthur's Landing - Boater Services</b>										
Capital Maintenance	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0
<b>Total Prince Arthur's Landing - Boater Services</b>	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0	60.0