



**City Council Meeting
Additional Information**

**Monday, February 10, 2025, Immediately Following Committee of the Whole
S.H. Blake Memorial Auditorium**

	Pages
6. Reports of Committees, Boards, and Outside Agencies	
6.2 Committee of the Whole - Budget Minutes	
*6.2.1 Committee of the Whole - Budget Minutes	2 - 13
The Minutes of the following Committee of the Whole Budget meetings, to be adopted: (Distributed separately on Friday, February 7, 2025)	
1. January 28, 2025	
2. January 30, 2025	
3. February 3, 2025	
*6.2.2 Survey Results for Proposed 2025 Operating Budget	14 - 22
Memorandum from Policy & Research Analyst Kristyn Lovato-Day, dated February 5, 2025 containing an overview of the 2025 Proposed Operating Budget survey results. (Distributed Separately on Friday, February 7, 2025)	



Committee of the Whole - Budget Meeting Minutes

Tuesday, January 28, 2025, 6:30 p.m.

S.H. Blake Memorial Auditorium

Present: Mayor Ken Boshcoff
Councillor Rajni Agarwal
Councillor Albert Aiello
Councillor Mark Bentz
Councillor Shelby Ch'ng
Councillor Kasey Etreni
Councillor Andrew Foulds
Councillor Trevor Giertuga
Councillor Greg Johnsen
Councillor Kristen Oliver
Councillor Dominic Pasqualino
Councillor Michael Zussino

Officials: Dana Earle, Deputy City Clerk
John Collin, City Manager
Keri Greaves, Commissioner - Corporate Services & City Treasurer
Katie Piché, Council & Committee Clerk

1. Open Session in the S.H. Blake Memorial Auditorium at 6:30 p.m.

Vice-Chair: Councillor Michael Zussino

2. Disclosures of Interest

3. Confirmation of Agenda

MOVED BY: Councillor Andrew Foulds
SECONDED BY: Councillor Trevor Giertuga

WITH RESPECT to the January 28, 2025 Committee of the Whole - Budget meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

4. Presentations

4.1 Long Term Financial Overview

PowerPoint presentation relative to the Long-Term Financial Overview was distributed separately on Tuesday, January 28, 2025.

City Manager John Collin and Commissioner - Corporate Services and City Treasurer Keri Greaves provided a PowerPoint presentation relative to the 2025 Operating Budget and Long Term Financial Overview and responded to questions.

Councillor Mark Bentz assumed the Chair.

5. Adjournment

The meeting adjourned at 8:21 p.m.



Committee of the Whole - Budget Meeting Minutes

Thursday, January 30, 2025, 5:03 p.m.

S.H. Blake Memorial Auditorium

Present:

- Mayor Ken Boshcoff
- Councillor Albert Aiello
- Councillor Mark Bentz
- Councillor Shelby Ch'ng
- Councillor Kasey Etrei
- Councillor Andrew Foulds
- Councillor Trevor Giertuga
- Councillor Greg Johnsen
- Councillor Kristen Oliver
- Councillor Dominic Pasqualino
- Councillor Michael Zussino

Officials:

- Dana Earle, Deputy City Clerk
- John Collin, City Manager
- Patty Robinet, City Solicitor
- Kayla Dixon, Commissioner - Infrastructure & Operations
- Keri Greaves, Commissioner - Corporate Services & City Treasurer
- Kerri Marshall, Commissioner - Growth
- Kelly Robertson, Commissioner - Community Services
- Shane Muir, Chief of EMS
- Jack Avella, Director – Corporate Information
- Andrea Morrison, Director - Finance
- Karie Ortgiese, Director - Human Resources
- Krista Power, Director - Legislative Services & City Clerk
- Lee Mesic, Administrator - Pioneer Ridge
- Brad Loroff, Manager – Transit Services
- Franco Marchese, Manager – Facilities Services

Dave Archer, Supervisor – Fleet Services
Katie Piché, Council & Committee Clerk

1. Open Session in the S.H. Blake Memorial Auditorium

Chair: Councillor Mark Bentz

2. Disclosures of Interest

3. Confirmation of Agenda

MOVED BY: Councillor Greg Johnsen
SECONDED BY: Councillor Trevor Giertuga

WITH RESPECT to the January 30, 2025 Committee of the Whole - Budget meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

4. Reports of Municipal Officers

4.1 Proposed 2025 Operating Budget

Report 1-2025-Corporate Services-Finance recommending that the proposed 2025 Operating Budget for tax- and rate-supported operations be approved as outlined in this Report.

MOVED BY: Councillor Andrew Foulds
SECONDED BY: Councillor Kasey Etreni

WITH RESPECT to Report 1-2025-Corporate Services-Finance, we recommend that the proposed 2025 Operating Budget for tax- and rate-supported operations be approved as outlined in this Report;

AND THAT the 2025 Tax-Supported Operating Budget of \$385,052,500 be approved as outlined in this Report;

AND THAT the 2025 Municipal Taxes raised to support the Tax-Supported Operating Budget, including Assessment Growth, be approved at \$219,063,800 as outlined in this Report;

AND THAT with respect to the Tax-Supported Operating Budget, contributions to reserves and reserve funds from operations totalling up to \$10,127,900 and transfers from reserves and reserve funds totalling up to \$1,204,100 be approved as outlined in this Report;

AND THAT the Waterfront District Business Improvement Area levy of \$117,300 be approved;

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

AND THAT the 2025 Solid Waste (Landfill) Operating Budget be approved at \$5,076,300 gross expenditure and \$921,500 net income, with a contribution to the Solid Waste – Landfill Reserve Fund to result in \$0 net income;

AND THAT the 2025 Waterworks Operating Budget be approved at \$29,077,600 gross expenditure and \$8,154,000 net income, with a contribution to the Waterworks Reserve Fund to result in \$0 net income;

AND THAT the 2025 Wastewater (Sewer) Operating Budget be approved at \$24,162,400 gross expenditure and \$4,925,700 net income, with a contribution to the Wastewater Reserve Fund to result in \$0 net income;

AND THAT the 2025 Prince Arthur's Landing – Boater Services Operating Budget be approved at \$499,700 gross expenditure and \$152,600 net income, with a contribution to the Boater Services Capital Reserve Fund to result in \$0 net income;

AND THAT the 2025 Parking Operating Budget be approved at \$2,891,700 gross expenditure and \$562,200 net income, with a contribution to the Parking Reserve Fund to result in \$0 net income;

AND THAT User Fee By-law 028-2007, as amended, be repealed and replaced with draft By-law 024-2025, as appended to this report as Attachment B;

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

AND THAT any necessary by-laws be presented to City Council for ratification.

5. Budget Summaries

5.1 City Council

A review of the City Manager’s Department was provided as outlined in Report 1-2025-Corporate Services-Finance-Attachment A –Tab 7.

5.2 City Manager's Office

A review of the City Manager’s Department was provided as outlined in Report 1-2025-Corporate Services-Finance-Attachment A – Tab 8.

Amendment to Budget - 2025 User Fees - Schedule B

Memorandum from Deputy City Clerk Dana Earle, dated January 27, 2025 containing a recommendation relative to a clerical error regarding the 2025 User Fees - Schedule B was distributed separately on Thursday, January 30, 2025.

MOVED BY: Councillor Trevor Giertuga

SECONDED BY: Councillor Kasey Etreni

WITH RESPECT to Report 1-2025-Corporate Services–Finance 2025 Proposed Operating Budget and the Memorandum from Dana Earle, Deputy City Clerk, dated January 27, 2025, we recommend the new proposed City Manager’s Office Fees be approved as provided in Schedule B;

AND THAT any necessary By-laws be presented to City Council for ratification.

CARRIED

5.3 Corporate Services

A review of the Corporate Services Department was provided as outlined in Report 1-2025-Corporate Services-Finance-Attachment A – Tab 9.

5.4 Community Services

A review of the Community Services Department was provided as outlined in Report 1-2025-Corporate Services-Finance-Attachment A – Tab 10.

6. Petitions and Communications

6.1 Assessment Growth Policy

Memorandum from Commissioner - Corporate Services & City Treasurer Keri Greaves, dated January 16, 2025, for information was distributed separately on Friday, January 17, 2025.

7. Recess

MOVED BY: Councillor Andrew Foulds

SECONDED BY: Mayor Ken Boshcoff

THAT the Committee of the Whole - Budget meeting recess at 6:17 p.m. until Monday, February 3, 2025 at 5:00 p.m.

CARRIED



Committee of the Whole - Budget Meeting Minutes

Monday, February 3, 2025, 5:02 p.m.

S.H. Blake Memorial Auditorium

Present:

- Councillor Rajni Agarwal
- Councillor Albert Aiello
- Councillor Mark Bentz
- Councillor Shelby Ch'ng
- Councillor Kasey Etreni
- Councillor Andrew Foulds
- Councillor Trevor Giertuga
- Councillor Greg Johnsen
- Councillor Kristen Oliver
- Councillor Dominic Pasqualino
- Councillor Michael Zussino

Officials:

- Dana Earle, Deputy City Clerk
- John Collin, City Manager
- Kayla Dixon, Commissioner – Infrastructure & Operations
- Keri Greaves, Commissioner - Corporate Services & City Treasurer
- Kerri Marshall, Commissioner - Growth
- Kelly Robertson, Commissioner - Community Services
- Joel DePeuter, Director – Development Services
- Michelle Warywoda, Director - Environment
- Matthew Miedema, Director – Engineering
- David Paxton, Chief of Fire
- Cory Halvorsen, Manager – Parks & Open Spaces
- Jason Sherband, Manager – Waste & Recycling Services
- Ian Spoljarich, Manager – Roads
- Katie Piché, Council & Committee Clerk

1. Open Session in the S.H. Blake Memorial Auditorium

Chair: Councillor Mark Bentz

2. Disclosures of Interest

3. Confirmation of Agenda

MOVED BY: Councillor Trevor Giertuga

SECONDED BY: Councillor Kasey Etreni

WITH RESPECT to the February 3, 2025 Committee of the Whole - Budget meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

4. Unfinished Business

Unfinished business from the January 30, 2025 Committee of the Whole - Budget meeting.

5. Reports of Municipal Officers

5.1 2025 Proposed Operating Budget

Report 1-2025-Corporate Services-Finance relative to the proposed 2025 Operating Budget was printed in the January 30, 2025 Committee of the Whole-Budget agenda.

2025 Budget - FTE Expansions

Memorandum from Director - Finance Andrea Morrison, dated January 31, 2025, relative to FTE Expansions, for information was distributed separately on Monday, February 3, 2025.

User Fees - Summary of Notable Changes

Memorandum from Director - Finance Andrea Morrison, dated January 31, 2025, providing a summary of notable changes in 2025 user fees, for information was distributed separately on Monday, February 3, 2025.

6. Budget Summaries

6.1 Growth

A review of the Growth Department was provided as outlined in Report 1-2025-Corporate Services-Finance-Attachment A -Tab 11.

6.2 Infrastructure & Operations

A review of the Infrastructure & Operations Department was provided as outlined in Report 1-2025-Corporate Services-Finance-Attachment A – Tab 12.

6.3 Outside Boards

A review of the Outside Boards was provided as outlined in Report 1-2025-Corporate Services-Finance - Attachment A - Tab 13.

Memorandum from the Waterfront District Board of Management, dated January 27, 2025, relative to a reallocation of funds, for information was distributed separately on Friday, January 31, 2025.

Correspondence received from Chief Executive Officer Ken Ranta, dated January 31, 2025 relative to the 2025 District of Thunder Bay Social Services Administration Board Budget, for information was distributed separately on Friday, January 31, 2025.

CEO - Community Economic Development Commission Jamie Taylor responded to questions.

Chief of Police Darcy Fleury and Thunder Bay Police Service Director of Finance & Facilities Dawn Paris responded to questions.

Waterfront District BIA Executive Director Kara Pratt responded to questions.

Dr. Janet DeMille and Thunder Bay District Health Unit Director of Corporate Services Dan Hrychuk responded to questions.

Victoria Avenue BIA Board Member Aldo Ruberto responded to questions.

Amendment to Budget - Thunder Bay Police Service

Memorandum from Commissioner - Corporate Services & City Treasurer Keri Greaves, dated January 31, 2025 containing a recommendation relative to the 2025 Proposed Operating Budget was distributed separately on Friday, January 31, 2025.

MOVED BY: Councillor Kasey Etreni
SECONDED BY: Councillor Albert Aiello

WITH RESPECT to Report 1-2025-Corporate Services-Finance Proposed 2025 Operating Budget and the Memorandum from Keri Greaves, Commissioner Corporate Services & City Treasurer, dated January 31, 2025, we recommend that the Thunder Bay Police Service operating budget be increased by \$193,000;

AND THAT the contribution to the Solid Waste & Recycling Reserve Fund be reduced by \$193,000;

AND THAT any necessary by-laws be presented to City Council for ratification.

CARRIED

7. Amended Resolution - Proposed 2025 Operating Budget

MOVED BY: Councillor Andrew Foulds
SECONDED BY: Councillor Kasey Etreni

WITH RESPECT to Report 1-2025-Corporate Services-Finance, we recommend that the proposed 2025 Operating Budget for tax- and rate-supported operations be approved as outlined in this Report;

AND THAT the 2025 Tax-Supported Operating Budget of \$385,052,500 be approved as outlined in this Report;

AND THAT the 2025 Municipal Taxes raised to support the Tax-Supported Operating Budget, including Assessment Growth, be approved at \$219,063,800 as outlined in this Report;

AND THAT with respect to the Tax-Supported Operating Budget, contributions to reserves and reserve funds from operations totalling up to \$9,934,900 and transfers from reserves and reserve funds totalling up to \$1,204,100 be approved as outlined in this Report;

AND THAT the Waterfront District Business Improvement Area levy of \$117,300 be approved;

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

AND THAT the 2025 Solid Waste (Landfill) Operating Budget be approved at \$5,076,300 gross expenditure and \$921,500 net income, with a contribution to the Solid Waste – Landfill Reserve Fund to result in \$0 net income;

AND THAT the 2025 Waterworks Operating Budget be approved at \$29,077,600 gross expenditure and \$8,154,000 net income, with a contribution to the Waterworks Reserve Fund to result in \$0 net income;

AND THAT the 2025 Wastewater (Sewer) Operating Budget be approved at \$24,162,400 gross expenditure and \$4,925,700 net income, with a contribution to the Wastewater Reserve Fund to result in \$0 net income;

AND THAT the 2025 Prince Arthur's Landing – Boater Services Operating Budget be approved at \$499,700 gross expenditure and \$152,600 net income, with a contribution to the Boater Services Capital Reserve Fund to result in \$0 net income;

AND THAT the 2025 Parking Operating Budget be approved at \$2,891,700 gross expenditure and \$562,200 net income, with a contribution to the Parking Reserve Fund to result in \$0 net income;

AND THAT User Fee By-law 028-2007, as amended, be repealed and replaced with draft By-law 024-2025, as appended to this report as Attachment B as amended;

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

AND THAT any necessary by-laws be presented to City Council for ratification.

CARRIED

8. Adjournment

The meeting adjourned at 7:37 p.m.



Memorandum

TO: Krista Power, Director – Legislative Services & City Clerk **FILE:**

FROM: Kristyn Lovato-Day, Policy & Research Analyst
Corporate Services

DATE: 02/05/2025 (mm/dd/yyyy)

SUBJECT: Survey Results for the Proposed 2025 Operating Budget

MEETING & DATE: Committee of the Whole - 02/10/2025 (mm/dd/yyyy)

The Proposed 2025 Operating Budget was made public on January 17, 2025, then formally presented at the Committee of the Whole Budget meeting on January 30, 2025. Pursuant to Corporate Report 227-2024-Corporate Services-Office of the City Treasurer – 2025 Proposed Budget Calendar, approved on June 24, 2024, Administration also distributed a survey to gather public feedback on the changes to the layout, high-level opinions of the operating budget as proposed, and where significant changes should be made.

The survey received 79 responses; 75 on the Get Involved electronic platform and 4 on paper. The Get Involved platform expects an average response rate of one completed survey in every ten visits (10%); the Proposed 2025 Operating Budget Survey had 233 visits, and 75 submissions, for a rate of 3.2 surveys completed for every ten visits to the platform (32%).

This survey was not a random sample, and the response was not large enough to be representative of the entire population of the City of Thunder Bay, therefore it is not considered statistically significant. However, the survey responses still provide valuable feedback from the public that should be considered.

The attached report is being presented for information to assist in the Operating Budget discussions.

Of note, the survey identified that the reaction to the changes in the Operating Budget Document have been largely positive and a step towards better public understanding of

the City's budget process. Feedback provided to Administration in email communication relating to the change in the layout of the budget document has also been positive, therefore will continue to be reflected in future budget documents.

Administration has received feedback noting that shorter highlight summaries for certain sections would be helpful to include in the next budget; this will be reflected in the 2026 documents.

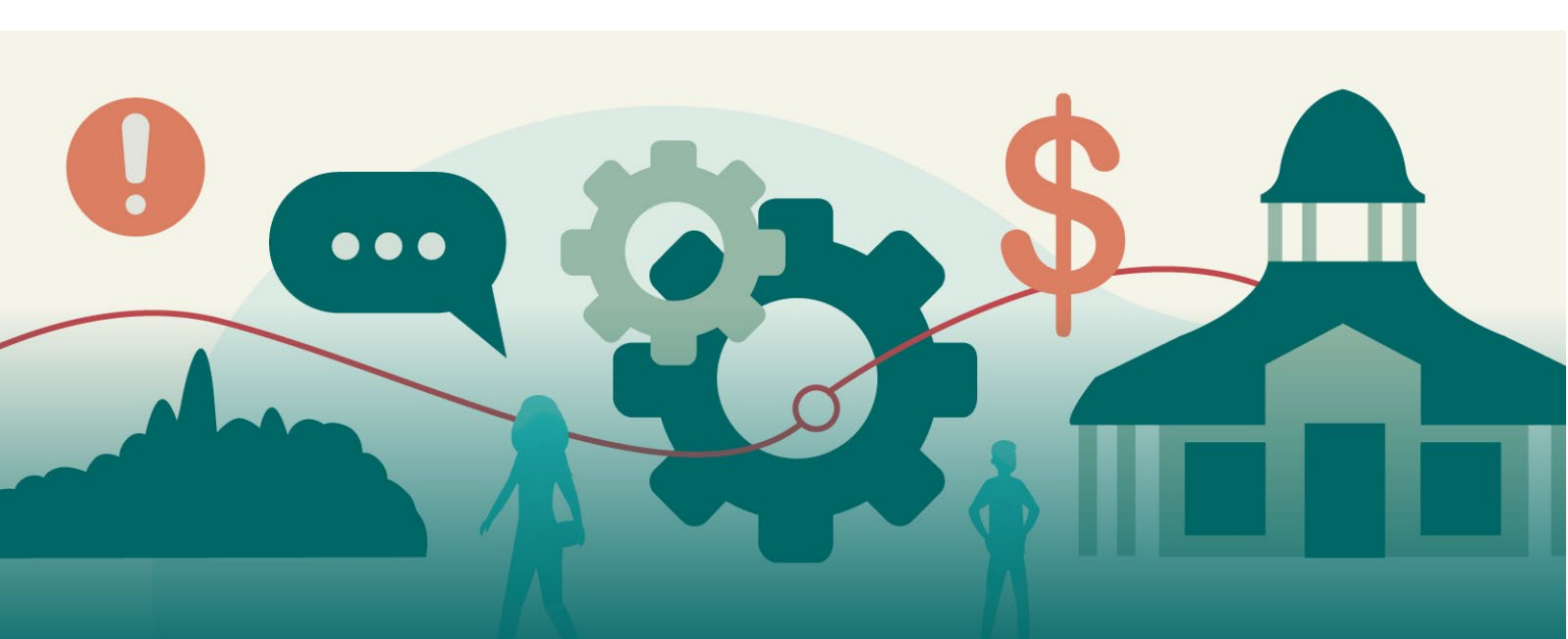
In the comment question, the most frequent theme was the desire to decrease taxes.

Although the survey is not necessarily a representative sample, survey questions about the clarity of the process and public understanding of the budget process are an important metric that Administration can use going forward to gauge how changes to the budget presentation impacts public awareness during the budget process.

With low attendance numbers at the in-person portion of public engagement for this year's budget, Administration will review alternate methods of engagement for next year's budget to increase participation.

Attachments

Attachment A – Proposed 2025 Operating Budget Survey Results



Proposed 2025 Operating Budget Survey Results



Prepared by:
Kristyn Lovato-Day, Policy & Research Analyst
Corporate Services Department
February 5, 2024

Executive Summary

Beginning January 17, 2024, the Finance Division conducted a survey for the Proposed 2025 Operating Budget. The survey was open to the public and distributed electronically through the City's Get Involved engagement site and on paper. 79 responses were received.

In this short survey, respondents were asked about the new format of the operating budget, their high-level opinions of the budget as proposed, and where they thought significant changes should be made.

Of note, the survey identified that the reaction to the changes in the Operating Budget Document have been largely positive and a step in the right direction to increase transparency and understanding of the City's budget process. The survey also highlighted the public's preference to decrease municipal spending.

The survey questions will be used in subsequent years to gauge how changes to the budget documents and process impact public awareness of the budget process. It is important to note that this is difficult to measure without a representative sample, and any future comparison must be used with caution.

Method

In January 2025, the Finance Division of the Corporate Services Department distributed a survey for the Proposed 2025 Operating Budget using the City of Thunder Bay's Get Involved public engagement platform. Paper surveys were also made available contained in the Community Handbook at the public Question & Answer event, as well as at the Thunder Bay Public Library Branches and City Hall. The survey was published on January 17, 2025, and closed just before midnight on February 4, 2025.

The survey was announced with the Proposed 2025 Operating Budget at a media event, along with a media release. It was also advertised on the Get Involved platform and the City of Thunder Bay Facebook and Instagram pages as a self-directed survey. To increase reach, the survey was advertised on the City Hall lobby screens and with a paid Meta ad (for social media platforms). It was also made available in paper format at City Hall, all branches of the Thunder Bay Public Libraries, and at the informal Question & Answer event held on January 22, 2025.

The sample was not random and likely includes more people who are engaged with the City or have a particular interest in the budget (homeowners who pay property taxes).

Statistical Significance

The study was not conducted as a random sample of the population, but as a self-directed survey and should be considered as a feedback mechanism and not a representation of the greater population.

The survey received 79 responses from the public – 75 electronic and 4 paper surveys. As the sample is quite small, the results cannot be extrapolated to the entire population of the City of

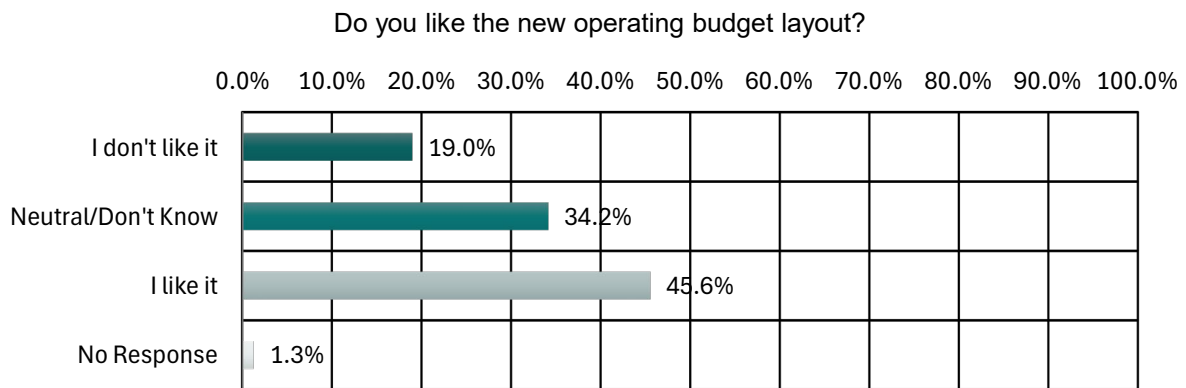
Thunder Bay without a large margin of error and must be referred to as the opinions of the respondents of this survey.

It should be noted that while not statistically significant, the feedback is still important to a transparent and thorough public budget process. Survey results in this situation should be treated as a sample and not a reflection of all opinions, and interpretation should be done with caution.

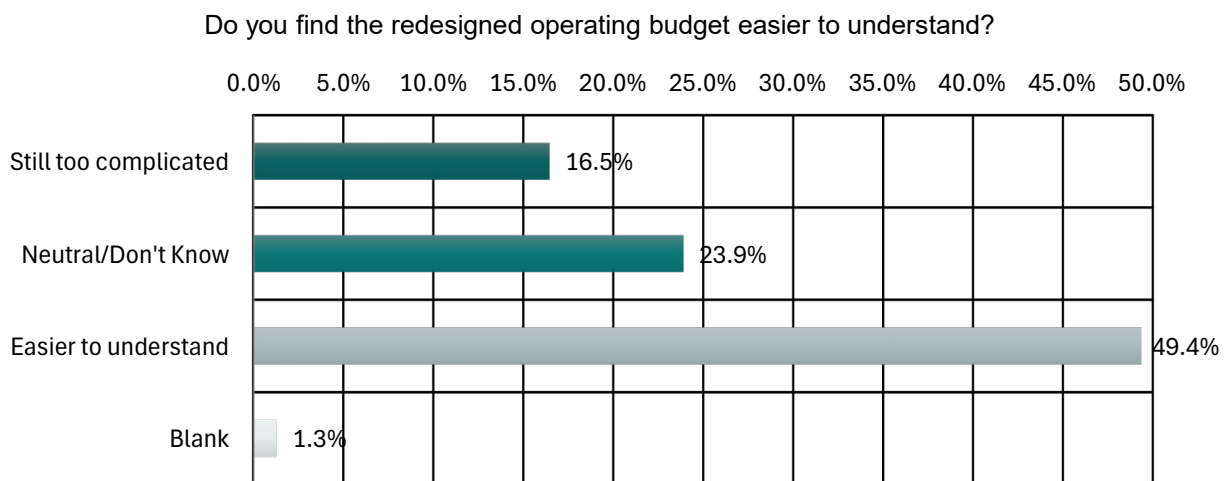
Results

Questions Regarding Layout/Presentation

The respondents were provided a copy of the 2025 Proposed Capital Budget and asked if they liked the new budget layout. Respondents were provided three choices for this question. Most respondents answered positively (46%). One respondent left this question blank.



When asked if they found the new layout easier to understand, 49.4% of respondents answered positively, that it was easier to understand, with 23.9% neutral/don't know, and 16.5% stating it is still too complicated. One respondent left this question blank.



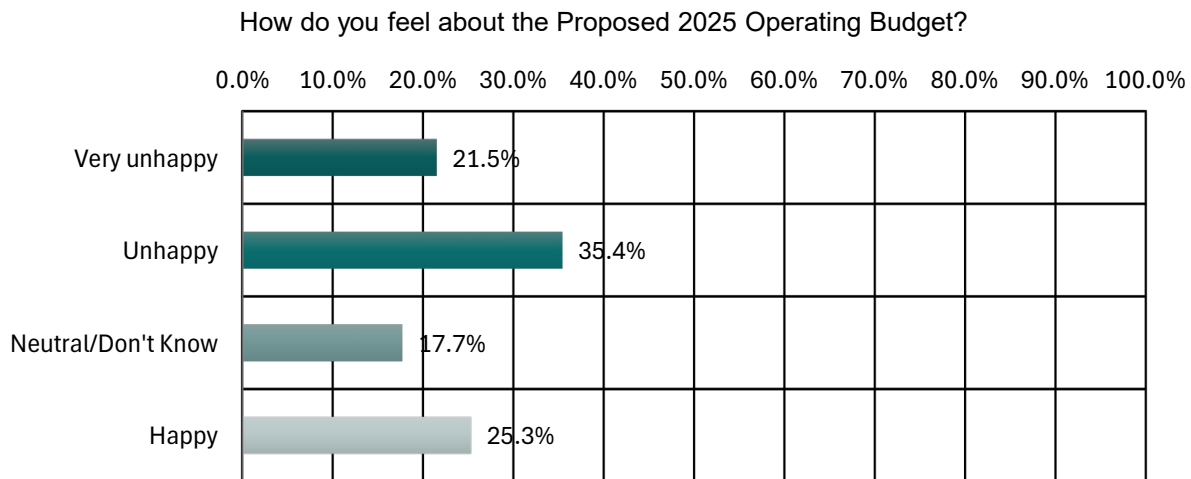
A short answer question asked if there were other changes that would help make the budget process and documents easier to understand. 21 respondents provided feedback or suggestions.

- 28.5% requested further summaries and definitions (6 people).
- 19% said it was a good change and did not have suggestions (4 people).
- 19% had operational suggestions, including the request to decrease taxes (4 people).
- 9.5% said the document is still too long (2 people).
- 9.5% provided suggestions for the Questions & Answer event (2 people).
- 9.5% requested the document be presented in plainer language (2 people).

Feedback provided to Administration both in the survey and in email communication relating to the change in the layout of the budget document has been positive, therefore will continue to be reflected in future budget documents, with some additional definitions and summaries included.

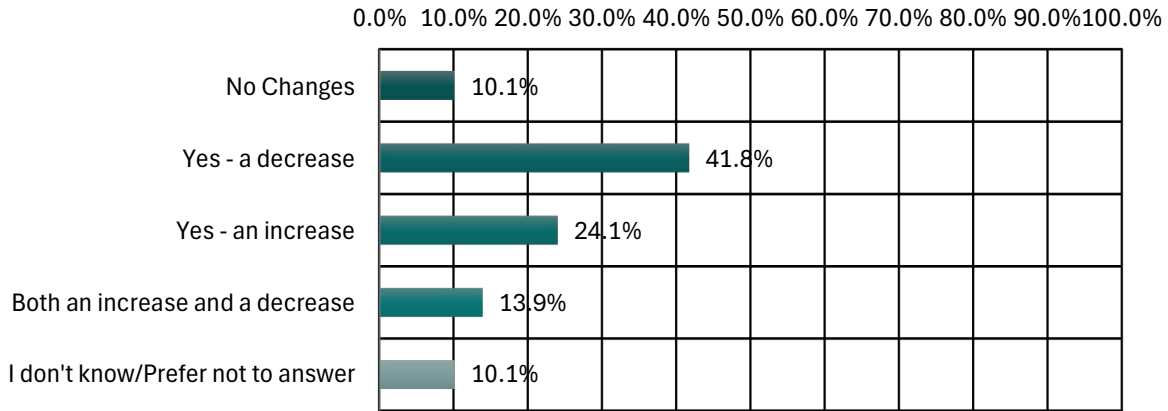
Questions Regarding Budget Content

Respondents were asked how happy they were with the overall proposed 2025 Operational Budget on a five-point scale. The majority of respondents reported being either very unhappy (21.5%) or unhappy (35.4%). Zero respondents reported being very happy. The responses in this question are more positive than from the Capital Budget Survey; 25.3% responded that they were happy with the Operating Budget where only 14% responded positively about the Capital Budget.



Respondents were asked if there was a service area that they felt required a significant change in funding. 10.1% of respondents reported not wanting any significant changes, while 10.1% preferred not to answer. 24.1% wanted to see an increase to services, while 41.8% wanted to see a decrease. 13.9% wanted to see both an increase to some sections, and a decrease to others.

Is there a service area that you feel needs a significant change in tax-based funding?

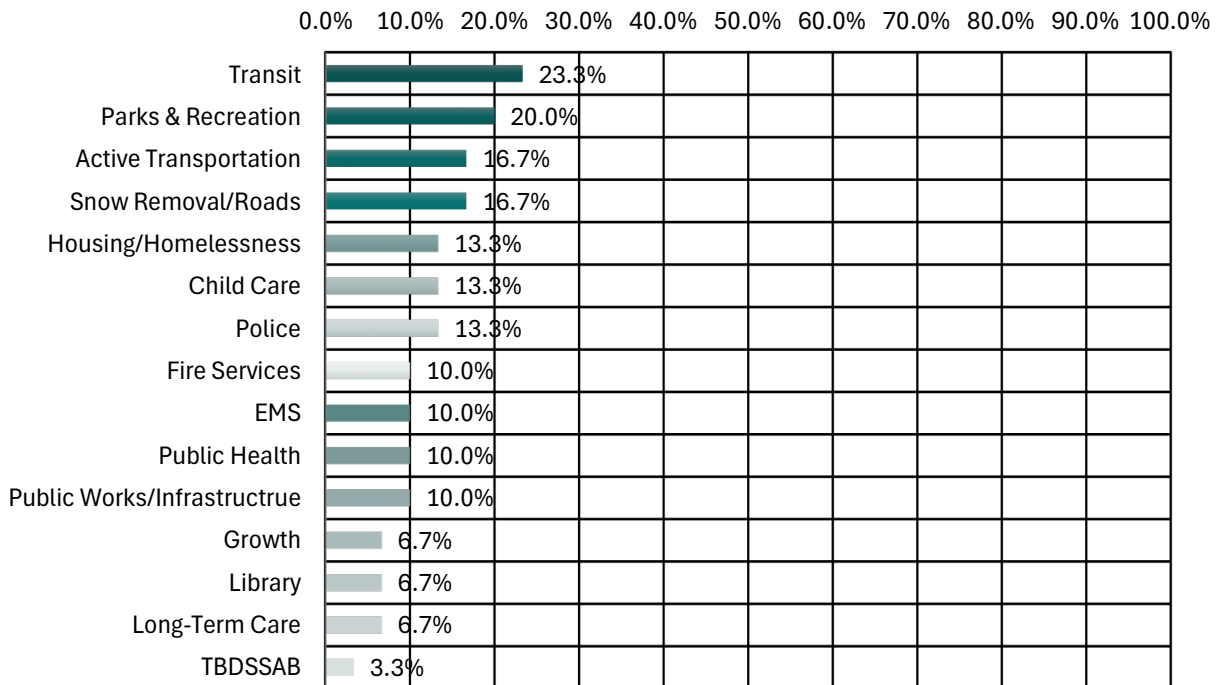


If a respondent chose a significant change, a follow up short answer question was presented, asking what change they would like to see. It should be noted that due to space considerations, paper surveys had a combined question as they had extra space to write notes if they wished.

Increases

30 people (38% of all survey respondents) reported wanting to see significant increase to sections of the operating budget. The most frequently reported increases were Transit with 23.3% of people who answered this question, and Parks & Recreation with 20%.

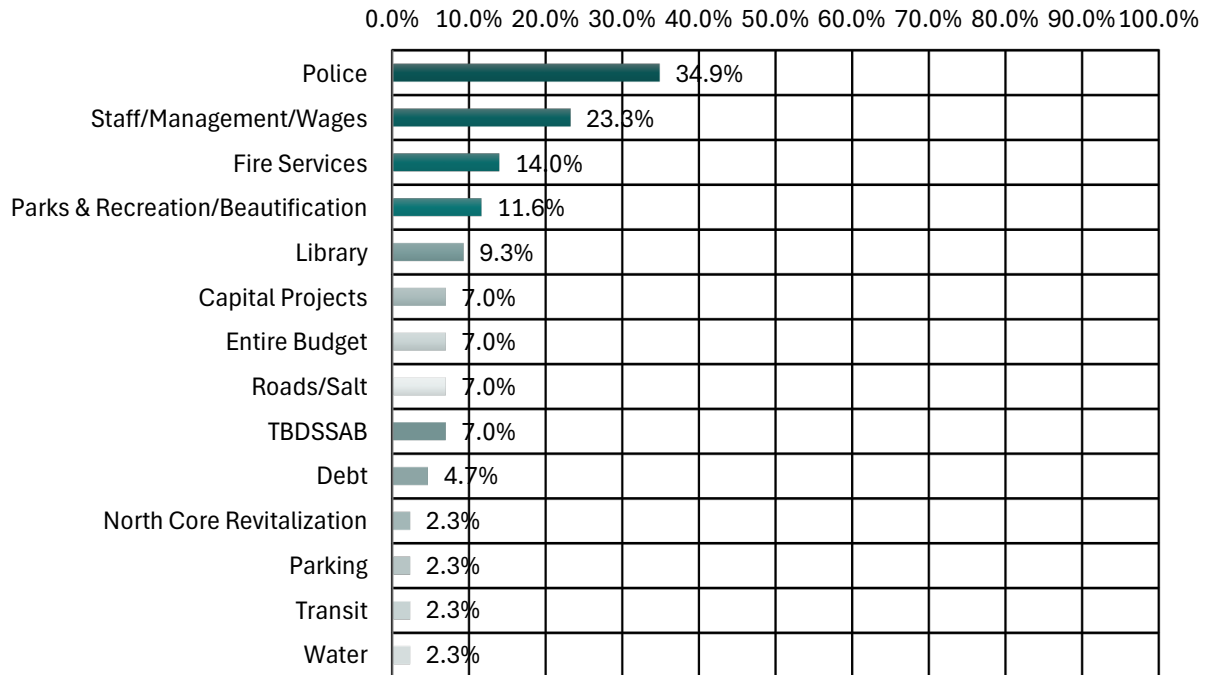
What do you think needs significant increase in funding?



Decrease

43 people (54.4% of all survey respondents) said they would like to see a significant decrease to sections of the operating budget. The most frequently reported decreases respondents wished to see were Police with 34.9% of people who answered this question, and Staff/Management/Wages with 23.3%.

What do you think needs significant increase in funding?



Comments

The second last question asked respondents if there was anything they felt was missing in the 2025 Operating Budget. 27 comments were left (34.2% of respondents). 33% of these comments fit more in the general comment question, so will be included in those themes.

- 33% of the respondents who answered this question think there should be more reductions in the operating budget (6 people).
- 16.7% think there is a lack of action for climate change, reconciliation and equity (3 people).
- 16.7% think the budget is missing support for people experiencing homelessness and poverty (3 people)
- One person thinks that the budget is lacking support for active transportation/bike lanes
- One person believes there should be more support for public recreation facilities
- One person reported wanting a summary of revenue sources included
- One person requested clear information about the tax rates for residents compared to businesses.

There was also an opportunity to provide a free text comment at the end of the survey. 47 comments were left (59.5% of respondents). Major themes to these comments include:

- 12.8% of comments mentioned the Indoor Turf Facility being too expensive and not wanting the project to proceed (6 people). 4% of comments were excited for the turf facility.
- 12.8% of comments mentioned that the cost of living is unaffordable and increases to the tax levy will be difficult on fixed income (6 people).
- 10.6% of comments noted that the City should be focused on permanent housing and housing for people living in encampments (5 people).
- 10.6% of comments wanted to see reductions in the budget overall (5 people).
- 8.5% of comments noted that they believe there are too many staff that work for the City (4 people).
- 8.5% of comments had a suggestion for the survey or consultation (4 people).
- 6.4% of comments mentioned being happy with the changes to the budget document (3 people).
- 4.3% of comments noted that they would like to see general increases in the operating budget, so services are well supported (2 people).
- 4.3% of comments noted that the Public and Catholic School Boards should be amalgamated for efficiencies (2 people).
- 4.3% of comments requested additional service statistics to be added to the budget document (2 people).
- One respondent mentioned that they would like to see the Waterfront Trail developed.
- One respondent discussed parking hours and free parking in the parkades.

Conclusion

The results of the Proposed 2025 Operating Budget survey identified that the response to the changes in the Budget Document have been largely positive and the modifications help to increase transparency and understanding of the City's budget process.

The survey also highlighted the respondents' opinion that some services should be asked to decrease spending. To the people who responded, transit, homelessness and police spending are the highlighted areas of the operating budget, as well as the overall cost of living.

Some of the survey questions will be used in subsequent years to gauge how changes to the budget documents and process impact public awareness of the budget process. It is important to note that this is difficult to measure without a representative sample, and any future comparison must be used with caution.