



City of
Peterborough

To: **Members of the Finance Committee**

From: **Sandra Clancy, Chief Administrative Officer**
Richard Freymond, Commissioner of Corporate and Legislative Services

Meeting Date: **January 16, 2023**

Subject: **2023 Draft Budget**
Report CLSFS23-012

Purpose

A report to provide the 2023 Draft Operating and Capital Budget for consideration.

Recommendation

That Council approve the recommendation outlined in Report CLSFS23-012 dated January 16, 2023 of the Commissioner of Corporate and Legislative Services, as follows:

That the recommendations contained in Appendix A of report CLSFS23-012 of the Commissioner of Corporate and Legislative Services be moved for the purpose of discussion during detailed budget reviews by the Finance Committee starting January 16, 2023.

Budget and Financial Implications

Council provided direction at its meeting of July 11, 2022 of an all-inclusive tax increase between 3% and 4%. The 2023 Draft Budget has been prepared with a 4% tax increase.

Gross expenditures have increased 9.6% whereas net tax levy requirements have increased 5.3%.

The 2023 Capital Budget includes \$131.2 million of capital work. The Budget uses all of the available capital levy, tax supported debenture financing and Canada Community-Building Fund, formerly Federal Gas Tax, to finance the work.

Altogether, the proposed all-inclusive tax increase of 4.0% results in an annual increase of \$67.61 for every \$100,000 of residential assessment.

Further details are provided through three budget books.

Background

A. The 2023 Budget in Brief

The 2023 Draft Budget presented, meets Council's 2023 guideline of an all-inclusive increase between 3% and 4%, as directed by Council through report CLSFS22-018 dated July 11, 2022. The term "all-inclusive tax" means the municipal, education and storm and sanitary sewer surcharge amounts payable.

Due to the COVID-19 pandemic, the Provincial Government deferred the MPAC reassessment for 2022 and deemed that the "Destination Assessment" for 2020 will also be used for 2023 Municipal tax purposes. The 2023 assessment would have typically been the third year of phased-in assessment based on re-assessment values as of January 1, 2020.

The 2023 Budget is based on the phased-in property assessments as of January 1, 2016, updated for actual growth, and assessment adjustments.

B. Process, Challenges, Documents and Meeting Schedule

2023 Budget Process

Corporate Services staff prepared and distributed budget packages to departments in early April 2022 who, in turn, submitted their initial 2023 proposed budgets in May.

The material was compiled, and a two-tiered review approach was completed. The first review was done with individual Department Commissioners and Financial Services staff. The second was a review by the CAO, the Commissioner of Corporate and Legislative Services, Manager of Financial Services, Budget Analyst, and individual Department Commissioners.

The 2023 budget has been developed taking into consideration impacts of the COVID-19 pandemic on City operations and revenues. It is anticipated that some areas of operations will recover to pre-pandemic levels during 2023, however other areas will take longer to fully recover.

In September, the CAO and all the Commissioners completed a final review of the submissions and Corporate and Legislative Services staff prepared the 2023 Draft Budget.

Community Consultation

The City consults with the community throughout the budget process – at the beginning when setting the guideline through drop-in style virtual sessions and a budget survey, when the draft budget is released, and before Council considers approving the budget. As shown in Chart 1, there are 2 community engagement opportunities remaining.

Chart 1
2023 Budget Community Engagement Opportunities

Date	Engagement opportunity
Monday, January 9, 2023	Public meeting to hear from the community on the draft 2023 Budget
Monday, January 30, 2023	Council considers final approval of the 2023 Budget, opportunity for public delegations

2023 Operating Budget

In the operating budget, items may be referred to as ‘below the line’, meaning that those items, although noted in the budget documents are not actually included in the Draft Budget. The items are summarized starting on page 254 of the Highlights Book. Should any Council member wish to include any of the items in the 2023 Budget, a specific motion would be required. Council will then further need to decide which expenditures elsewhere in the budget could be reduced or add the amount to the 2023 Net Tax Levy Requirement. In previous years, these items may have been included by allocating funds from the 2023 General Contingency line, however, at an amount of \$505,250, staff would suggest the Contingency is already at a minimal amount and would caution reducing the amount too much further.

The following commentary provides additional insights into key aspects of the Draft Operating Budget.

User Fees

An increase in Planning application fee rates has been incorporated into the 2023 Budget. Additional staff requests are included in the Budget to support increasing application volumes and will be involved in the Development Approval Process to address the changes to the Planning Act resulting from Bill 109. The increase in fees will result in a revenue stream to secure the additional staff that are required to execute

a streamlined Development Approval Process. Mandated application processing timelines are a major driver of the Development Approval Process system design, including processing fees and “growth pays for growth” cost recovery targets.

Areas of Concern

Peterborough Public Health

The draft 2023 budget was prepared with a City contribution to Peterborough Public Health (PPH) of \$1,357,100, a 1% increase over the 2022 budgeted amount. However, PPH has requested an amount of \$1,644,880, an increase of 22.41%.

PPH operations will shift away from COVID priorities, which were funded by provincial grants, to its core services in 2023 which resulted in the need for additional funding. Provincial base funding for PPH has been frozen in recent years and PPH has approved an operating budget assuming that provincial funding will continue to have 0% increase, thus requiring additional funding from local partners. The local funding portion for PPH is shared between the City, Peterborough County, Curve Lake First Nation and Hiawatha First Nation.

During its budget deliberations Council will need to determine how to fund this additional request of \$287,780 for PPH as it has not been included in the draft budget.

Peterborough Police Services

The Police Services Board 2023 operating budget request is 4.0%, or \$1,127,453, higher than 2022. The Police capital requests for 2023 total \$1,239,400 and are in addition to the 4% request in the operating budget.

In addition to funding from the City, the increase in operating budget expenditures of \$2,180,174 is funded by revenue increases of \$434,772 and contributions from Police reserves of \$830,000. This heavy reliance on reserves to fund operating increases in 2023 shifts the impact of these increases as well as the full annualization of the hires to 2024 or future years when reserve funds are not available and tax dollars will be required.

Insurance

Increases for insurance premium costs have been substantial in recent years, rising some 76% for the City during the 2021-2022 renewal periods as market conditions responded to catastrophic worldwide natural disasters. Information for the 2023 renewal has been received indicating that the cost for the overall insurance program for the City will increase a further 4%, indicating that the municipal insurance markets are

beginning to stabilize. Although the reduced increase is welcome news, the City's provision for insurance included in the Draft 2023 Operating Budget remains approximately \$287,000 short as the Budget continues to 'catch-up'. Recommendations will be made to once again turn to the Insurance Reserve to fund any budget shortfall.

Homelessness

A separate Report (Report CSSS22-030 dated December 5, 2022) has been written by the Commissioner of Community Services detailing Homelessness Budget Considerations. The Report contains numerous staff recommendations for consideration by the Finance Committee with varying financial implications for the 2023 Budget depending on the levels of service that Council wish to provide to the Community.

Budget Risk

With any forward-looking document there are inherent risks associated with projections and assumptions. The 2023 budget is no different. To try and mitigate the risks, staff developed budget assumptions using the best information available at the time and a conservative financial approach. However, there are elements of the budget that contain an elevated level of risk. Some examples of these are as follows:

General inflationary pressures

Current economic forecasts from the banking and business sectors have tried to see past the COVID impacts, and the influences of current world issues, to project inflationary pressures in what is anticipated to be a more stable year of 2023. However, even with the impact of fuel costs removed from the inflation rate, there still remains a persistent upward inflationary pressure. How and when these pressures will ease in 2023 is still very much an unknown.

Fuel prices

There continues to be a high degree of risk and uncertainty in predicting fuel prices. Staff have assumed, based on various economic forecasts, that fuel prices will moderate in 2023 with the reduction of COVID pressures and a return to a more stable world economy. In anticipation of this price moderation, the draft 2023 budget was prepared with \$0.9 Million in incremental fuel costs. However, if fuel price instability were to continue into 2023, then based upon pump prices as of the date when this Report was written, there would be an additional \$1.3 Million in fuel costs to the City.

2023 Capital Budget

The 2023 Capital Budget includes 134 projects with a total cost of \$131.2 million.

Council has previously approved pre-commitments totalling \$32.4 M that are included in the 2023 Capital Budget. The pre-commitments in the 2023 budget and future budgets are shown on reference lines 1-8 in Chart 2.

Staff are recommending two further pre-commitments as part of the 2023 Draft Budget as shown on lines 10 and 11 of Chart 2. Should Council approve the 2023 \$2.75M portion of the (Capital Budget Reference 3-1.02) Healthy Planet Arena project, staff recommend that the 2024 portion in the amount of \$4M be pre-committed. Staff are also recommending a pre-commitment of \$885,000 for an Additional Excavation Truck (Capital Budget Reference 5-20.07). Altogether, the pre-commitments for 2024 total \$24.5M.

Chart 2 2023 and Future - Capital Budget Pre-commitments

	Project name	Report Reference / Council Approval Date	Total 2023 Commitment	Total 2024 Commitment	Total 2025 Commitment	Total 2026 Commitment	Total 2027 Commitment	Total 2028 Commitment
1	Eastern Ont. Cell Gap and Capacity Extension 3	CLSFS19-020	\$ 140,900	\$ -	\$ -	\$ -	\$ -	\$ -
2	Canadian Canoe Museum - Capital Build	CLSFS21-021	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
3	Source Separated Organics Program Implementation	IPSES19-010	\$ 1,769,414	\$ -	\$ -	\$ -	\$ -	\$ -
4	Lansdowne West - Spillsbury to Clonsilla project	Motion by Council Dec 14, 2020	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
5	New Arena and Aquatics Complex	CSD21-009	\$ 25,000,000	\$ 24,000,000	\$ -	\$ -	\$ -	\$ -
6	Lansdowne St Rehabilitation - Park to Otonabee River	2022 Budget Recommendation	\$ 2,800,000	\$ -	\$ -	\$ -	\$ -	\$ -
7	Cleantech Commons	IPSENG22-036	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -
8	Traill College Amphitheatre	CSACH22-009	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
9	Sub-Total Prior Approved		\$ 32,410,314	\$ 24,500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
10	Healthy Planet Arena - Phase 2 of project	2023 budget proposed recommendation	\$ 2,750,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -
11	Additional Hydro Excavation Truck	2023 budget proposed recommendation	\$ -	\$ 885,000	\$ -	\$ -	\$ -	\$ -
12	Sub-total Pre-Commitment Requests		\$ 2,800,000	\$ -	\$ -	\$ -	\$ -	\$ -
13	Total		\$ 35,210,314	\$ 24,500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
14	Tax Supported		\$ 7,101,700	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
15	Non-Tax Supported		\$ 28,108,614	\$ 24,000,000	\$ -	\$ -	\$ -	\$ -

When preparing the Draft 2023 Capital Budget, the requested capital program from Departments far exceeded the available funds. As in prior years, the program was reduced to come in within the funding available. This exercise continues to grow in complexity given the pressure to move projects with limited amounts of funding available. Projects are deferred to future years and the costs indexed to reflect the inflationary costs of construction.

In 2012, through Report CPFS12-011 and amended in July 2021 through Report CLSFS21-024 - Debt Management and Capital Financing Plan, Council adopted a series of recommendations that created opportunities to add additional capital financing into the annual budget. The combination of recommendations in the report were intended to:

- Accelerate the pace capital construction can occur that otherwise may not be able to occur;
- Allow the City to gain some ground on its backlog of capital projects;
- Allow the City to take advantage of the attractive interest rates presently available in the marketplace; and
- Not completely rely on increased debt but also provide for continuing increases in base capital levy.

Recommendations c) and d) from the Report were central to the plan:

- c) That the annual draft operating budget include a 5% increase in the capital levy provision as a means of providing more capital levy to support the capital budget requirements.
- d) That, to phase-in the new maximum debt limit, the total annual amount of new tax-supported debt charges and any increase in the capital levy provision be limited so that the impact on the residential all-inclusive tax increase does not exceed 1% per year.

A 1% increase annually over 10 years was intended to create a base budget provision for tax-supported debt servicing costs that could, in theory, repurpose 10-year debt issued over and over again as the debt matured, without increasing the tax rate. From years 2013 through 2017, Council supported a 1% increase in the All-inclusive tax rate, 0.5% in 2018 and 0.0% in 2019 to 2021 and 0.5% in 2022. The 2023 budget includes 0.76% which has been fully utilized to finance the 2023 capital pre-commitments.

Casino Gaming Reserve

One source of revenue that has been a key component of the Capital Budget is the Casino Gaming Reserve. Casino operations were significantly impacted as a result of the Provincial restrictions from the COVID-19 pandemic. Throughout 2022 the Casino has returned to more normal operations. The 2023 Draft Capital Budget includes \$3.5 million of Casino Gaming Reserve Revenue to fund a portion of the capital program.

Dividends from City of Peterborough Holdings Inc. (CoPHI)

Another key revenue source for Capital is the dividends from COPHI. The budget includes \$5.2 million (2022 - \$5.2 million) in dividend payments in 2023 from CoPHI.

Legacy Fund Investment Income

During 2022 Council approved the establishment of a Legacy Fund with the proceeds from the sale of PDI Assets to Hydro One and for the income earned to be used to fund a portion of the capital program. The 2023 Draft Budget includes an estimated \$1.5 million of investment income from the Legacy Fund which is fully utilized in the 2023 capital program.

Draft Budget Proposes Sewer Surcharge Rate Increase

For the Draft 2023 Budget staff is recommending that the fifth year of the ten-year implementation of the Wastewater - Sanitary Sewer surcharge rate increase be implemented. The sewer surcharge rate will increase to 104.46% for 2023 (2022 – 102.92%).

Roads Service Area

The Commissioner of Infrastructure and Planning Services has prepared a report to be presented to the Finance Committee on January 16, 2023 about the City's Roads Service Area capital program. The existing condition of the City's roads continues to be a source of concern for Council, citizens, and staff. As investments in both the preventative maintenance and recommended enhancements of the road network are deferred, the costs to maintain road conditions and implement changes increase over time. The necessary investments have not been made in the past due to competing budget pressures for other important service areas, and limits on property tax increases. Dedicated funding investments is required for the City's road network.

Urban Forest

In a Report from the Commissioner of Infrastructure and Planning Services to be presented to the Finance Committee on January 16, 2023, information will be provided on the state of the City's urban forest canopy cover. Given the canopy cover losses that have occurred as result of impacts of the May 21, 2022 derecho and continued losses associated with Emerald Ash Borer (EAB), new development and private tree removals; in order to achieve the Council approved targets and objectives a significant investment in the City's current tree planting programs will be required. The draft 2023 Capital Budget proposes to continue funding in support of three main programs that protect and enhance the urban forest: the Urban Forest Strategic Plan; the EAB Management Plan; and the Tree Removal By-law. However, due to budget pressures and the setback to the urban forest the proposed level of investment is not sufficient to meet the canopy cover targets. This will result in an increased level of investment in subsequent years to recover, or an accepted decline in the Level of Service provided to the community by the urban forest.

Documents

The 2023 Draft Budget is presented in three books with the layout of the books as follows:

Book 1 – 2023 Budget Highlights

The 2023 Draft Budget Highlights Book provides a summary of the Operating and Capital Budgets and explains the key factors and implications of the proposed budget. The book also contains information on Long Term Debt and Reserves, Property Taxation, including Assessment, Tax Rate and Tax Policy, a detailed section on Staffing, and a Glossary of Common Acronyms used throughout the Budget.

It is recommended that the Budget Highlights (Book #1) be used by the Finance Committee during its review of the 2023 Draft Budget.

Book 2 – 2023 Operating Budget

The 2023 Operating Budget document (Book #2) contains departmental financial summaries plus financial and narrative information by division and/or activity. The text pages set out the purpose and highlights for each activity.

The 2023 preliminary actual numbers shown in the document are unaudited estimates provided by departments earlier in 2022 and may change pending final year-end adjusting entries or updated information.

User Fee Schedules are included for all departments and will be included in a User Fee By-law that will be approved following budget deliberations.

Book 3 – 2023 Capital Budget and 2024 – 2032 Subsequent Years Capital Forecast

The Capital Forecast document provides summaries of Capital projects by department and division and provides one detailed narrative page and financial page to support each project. Due to the legislative requirements of the Public Sector Accounting Board (PSAB), capital projects are split into two types, “Tangible Capital Assets” and “Other”. “Other” projects are typically studies or smaller maintenance type expenditures on City facilities that are below the thresholds identified for the tangible capital assets.

2023 Budget Committee and Council Schedule

The proposed timetable to review the 2023 Draft Budget is set out below:

December 5, 2022	2023 Draft Budget presented to Finance Committee by Staff.
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January 9, 2023	Public Meeting of Finance Committee to receive input on the 2023 Draft Budget.
January 10, 2023	Meeting of Finance Committee to receive delegations from Outside Boards and Agencies on the 2023 Draft Budget.
January 16 to 19, 2023	Finance Committee reviews 2023 Draft Budget, as required.
January 30, 2023	Council considers all of the recommendations ultimately endorsed by the Finance Committee and adopts a 2023 Budget as amended.

C. Recommendations

The recommendations needed to implement the 2023 Budget are presented in Appendix A.

Summary

The 2023 Draft Budget documents are provided as a basis for the budget deliberations. It is recommended that the 2023 Highlights Book be the guiding document for the Finance Committee review. Budget Books 2 and 3 (Operating and Capital Books respectively) are reference material for ensuring a complete understanding of the 2023 proposed financial plan.

Submitted by,

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Attachment:

Appendix A - Operating and Capital Budget Recommendations

Appendix A

2023 Operating and Capital Draft Budget Recommendations

That the following recommendations be moved for the purpose of discussion:

- a) That the 2023 Draft Budget, and all estimated revenues and expenditures, fees, contributions to reserve and reserve funds, and proposed staffing levels referenced in the documents be adopted.
- b) That the user fees and charges as set out in Book 2 be adopted as part of 2023 Budget process.
- c) That any unused CAO Budget at the end of 2023 be transferred to the Organizational Development Reserve, subject to the overall year-end position. (Page 32)
- d) That pending approval of Capital Budget Reference 3-1.02 which includes the Healthy Planet Arena project in the amount of \$2,750,000, the \$4,000,000 requirement in 2024 Capital funding be pre-committed for the Healthy Planet Arena project. (Page 49)
- e) That any unused Peterborough Technology Services Budget, at the end of 2023, be transferred to the Information Technology (IT) Reserve, subject to the overall year-end position and that, if actual 2023 costs exceed the 2023 Budget, funds may be drawn from the IT Reserve. (Page 55)
- f) That any unused Building Inspection Budget at the end of 2023 be transferred to the Building Division Reserve and that, if actual building inspection costs exceed the 2023 Budget, funds may be drawn from the Building Division Reserve. (Page 78)
- g) That any excess Airport development review fees at the end of 2023 be transferred to the Airport Development Review Reserve for future Airport Development related expenditures and that, if the 2023 Airport development review costs exceed the review fees, funds may be drawn from the Airport Development Review Reserve. (Page 79)
- h) That any 2023 Engineering Overhead surplus be transferred to the Engineering Design and Inspection Reserve, subject to the overall year-end position and that if actual 2023 Engineering costs exceed the Budget, funds may be drawn from the Engineering Design and Inspection Reserve. (Page 96)
- i) That any unused portion of the 2023 Winter Control Budget that may exist at year-end be transferred to the Winter Control Reserve, subject to the overall

- year-end position, and that if actual 2023 Winter Control costs exceed the 2023 Budget, funds may be drawn from the Winter Control Reserve. (Page 96)
- j) That any unused Parking Budget, at the end of 2023, be transferred to the Parking Reserve, subject to the overall year-end position and that, if the actual 2023 Parking costs exceed the 2023 Budget, funds may be drawn from the Parking Reserve. (Page 115)
 - k) That any unused Traffic Signal Maintenance Budget at the end of 2023, be transferred to the Traffic Signal Reserve, subject to the overall year-end position and that if the actual 2023 Traffic Signal Maintenance costs exceed the 2023 Budget, funds may be drawn from the Traffic Signal Reserve. (Page 116)
 - l) That \$885,000 requirement in 2024 Capital funding be pre-committed for the Additional Hydro Excavation Truck. (Page 131)
 - m) That any surplus funds at the end of 2023 for Market Hall be transferred to the Market Hall Capital Reserve for unanticipated maintenance expenses or small capital improvements. (Page 146)
 - n) That any unused Community Development Program net budget at the end of 2023 be transferred to the Social Services Community Social Plan Joint Reserve for future program development, subject to the overall year-end position and that, if actual 2023 Community Development Program costs exceed the 2023 Budget, funds may be drawn from the Reserve. (Page 147)
 - o) That any surplus funds at the end of 2023 for Arenas be transferred to the Arena Equipment Reserve for future equipment purchases. (Page 159)
 - p) That any surplus funds at the end of 2023 for the Marina be transferred to the Marina Reserve to be used for future capital improvements. (Page 164)
 - q) That any surplus funds at the end of 2023 for Beavermead Campground be transferred to a Beavermead Campground Reserve for future capital improvements. (Page 165)
 - r) That any surplus funds at the end of 2023 for the Peterborough Sport and Wellness Centre be transferred to the PSWC Capital Conservation Reserve for future capital improvements. (Page 165)
 - s) That any unused Homelessness net budget at the end of 2023 be transferred to the General Assistance Reserve, to be used for future investment in homelessness prevention programs, subject to the overall year-end position and that, if actual 2023 Homelessness costs exceed the 2023 Budget, funds may be drawn from the Reserve. (Page 182)

- t) That any remaining unused Social Services net budget at the end of 2023 be transferred to the General Assistance Reserve, subject to the overall year-end position and that, if actual 2023 Social Services costs exceed the 2023 Budget, funds may be drawn from the Reserve. (Page 182)
- u) That any surplus in the 2023 Housing Operating Budget at the end of 2023 be transferred to the Housing Reserve, subject to the overall year end position and that, if actual 2023 Housing costs exceed the 2023 Budget, funds may be drawn from the Housing Reserve. (Page 182)
- v) That any surplus in the 2023 Housing Choice Rent Supplement Program at the end of 2023 be transferred to the Housing Choice Rent Supplement Reserve, subject to the overall year-end position and that, if actual 2023 Rent Supplement costs exceed the 2023 Budget, funds may be drawn from the Rent Supplement Reserve. (Page 182)
- w) That any adjustment to the City's 2023 requirement for the Municipal Property Assessment Corporation (MPAC), be netted against the City's 2023 General Contingency provision. Page 189)
- x) That any unused portion of the 2023 tax write off account balance that may exist at year-end be transferred to the Allowance for Doubtful Accounts Reserve, subject to overall year-end position and that, if actual 2023 tax write-off costs exceed the 2023 Budget, funds may be drawn from the Allowance for Doubtful Accounts Reserve. (Page 189)
- y) That any unused Employee Benefits Budget at the end of 2023 be transferred to the Employee Benefits Reserve, subject to the overall year-end position, and that, if actual 2023 employee benefits exceed the 2023 Budget, funds may be drawn from the Employee Benefits Reserve. (Page 193)
- z) That any unused Insurance Budget at the end of 2023 be transferred to the Insurance Reserve, subject to the overall year-end position and that. (Page 193)
- aa) That any adjustment to the City's 2023 requirement for the Insurance Budget, be netted against the City's Insurance Reserve (Page 193)
- bb) That any unused 2023 Contingency Budget at the end of 2023 be transferred to the Capital Levy Reserve to be used for Capital works subject to the overall 2023 year-end position. (Page 193)
- cc) That any unused Police Services Legal Fees Budget at the end of 2023 be transferred to the Legal Fees Policing Reserve, subject to the overall year-end position and approval through the Treasurer, and that if the actual 2023 Police legal fees costs exceed the 2023 Budget, funds may be drawn from the Policing Legal Fees Reserve. (Page 196)

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- dd) That any unused Police Services Budget at the end of 2023 be transferred to the Police Special Projects Reserve, subject to the overall year-end position and approval by City Council and that, if the actual 2023 Police Services costs exceed the 2023 Budget, funds may be drawn from the Police Special Projects Reserve. (Page 196)
 - ee) That any adjustments to the City's portion of the 2023 Peterborough County/City Paramedics Services Budget be netted against the 2023 General Contingency provision. (Page 203)
 - ff) That any unused Peterborough County/City Paramedics Services (PCCP) Budget at the end of 2023 be transferred to the PCCP Reserve, subject to the overall year-end position and that, if the actual 2023 PCCP costs exceed the 2023 Budget, funds may be drawn from the PCCP Reserve. (Page 203)
 - gg) That any adjustments to the City's portion of ORCA's 2023 Budget be netted against the City's 2023 General Contingency provision. (Page 204)
 - hh) That the 2023 budget request, representing the levy required by the Downtown Business Improvement Area of the Corporation of the City of Peterborough during the year 2023 totalling \$341,181, be approved. (Page 212)
 - ii) That the 2023 budget for the Village Business Improvement Area of the Corporation of the City of Peterborough during the year 2023 totalling \$18,360, be approved. (Page 213)
 - jj) That any excess Casino Gaming revenues at the end of 2023, that exceed the capital funding requirements to be funded from the Casino Gaming Reserve:
 - a) remain in the reserve, to a maximum of \$1.0 million, to be used to finance in-year Capital requirements or as otherwise directed by Council and that
 - b) amounts beyond the \$1 million will be used for Capital works in the 2024 Capital Budget. (Page 216)
 - kk) That any net surplus funds, after the disposition of the recommendations in this report, from 2023 operations in excess of \$100,000 be transferred to the Capital Levy Reserve to be used for Capital works. (Page 216)
 - ll) That a by-law be passed to establish the 2023 tax ratios for each property class as set out in the 2023 Operating Budget. (Page 229)
 - mm) That the 2023 tax rate for farmland awaiting development subclasses be 75% of the residential rate. (Page 229)