



**Standing Committee Meeting
Agenda**

**Tuesday, October 14, 2025, 4:30 p.m.
S.H. Blake Memorial Auditorium**

	Pages
1. Finance and Administration Standing Committee in the S.H. Blake Memorial Auditorium (Council Chambers) at 4:30 p.m. Chair: Councillor Mark Bentz	
2. Land Acknowledgement A Member of Council to provide a land acknowledgement.	
3. Disclosures of Interest	
4. Confirmation of Agenda WITH RESPECT to the October 14, 2025 Finance and Administration Standing Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.	
5. Deputations	
5.1 Request for Exemption - Animal Keeping By-law Correspondence received from Lisa Parent, dated September 15, 2025 requesting to provide a deputation relative to requesting an exemption to the Animal Keeping By-law. Memorandum from Commissioner-Corporate Services Keri Greaves, dated October 3, 2025, relative to the request for exemption to the Animal Keeping By-law.	4 - 11
6. Minutes of Previous Meetings Minutes of Finance and Administration Standing Committee, held on September 9, 2025, for information.	12 - 14
7. Reports of Administration	
7.1 Art Gallery Additional Contribution Report 295-2025-Corporate Services requesting endorsement of the	15 - 20

Standing Committee relative to the new Thunder Bay Art Gallery facility and the capital costs associated with construction.

WITH RESPECT to Report 295-2025-Corporate Services, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT an additional \$2.5 million be allocated to the Thunder Bay Art Gallery for the capital costs associated with construction of the new Art Gallery facility;

AND THAT the sources of financing for this additional contribution be as follows:

Municipal Accommodation Tax Reserve Fund\$0.75 million

Municipal Accommodation Tax Reserve Fund\$0.50 million (2026 Budget)

Renew Thunder Bay Reserve Fund \$1.25 million;

AND THAT the release of any additional municipal funding be conditional upon confirmation of all other funding sources required to achieve partial opening;

AND THAT the Mayor and City Clerk be authorized to sign the funding agreement and any subsequent agreements or amendments between The Corporation of the City of Thunder Bay and Thunder Bay Art Gallery relative to this project;

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

7.2 Request from Thunder Bay Community Auditorium Reserve Fund

21 - 23

Report 321-2025-Corporate Services-Finance requesting endorsement of the Standing Committee relative to the Thunder Bay Community Auditorium Capital Reserve Fund.

WITH RESPECT to Report 321-2025-Corporate Services-Finance, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT \$119,627 be reimbursed to the Thunder Bay Community Auditorium Inc. for eligible capital repair costs, to be funded from the Thunder Bay Community Auditorium Capital Reserve Fund;

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

ratification.

7.3 Terms of Reference - Inter-Governmental Affairs Committee

24 - 41

Report 300-2025-City Manager's Office-Office of the City Clerk requesting endorsement of the Standing Committee relative to the terms of reference for the Inter-Governmental Affairs Committee.

WITH RESPECT to Report 300-2025-City Manager's Office-Office of the City Clerk, we request endorsement of the Standing Committee to forward the following recommendation to City Council:

WE RECOMMEND THAT the Terms of Reference for the Inter-Governmental Affairs Committee, as appended to this report as Attachment A, be approved;

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

8. Petitions and Communications

8.1 Project Initiation - Centralized Customer Service

42 - 43

Memorandum from Director-Customer Service Dana Earle dated September 12, 2025 relative to the project initiation of the City of Thunder Bay's Centralized Customer Service.

9. New Business

10. Adjournment

Please note the following response to Speak to City Council has been submitted at Monday September 15th 2025 2:27 PM with reference number 2025-09-15-016.

- **What would you like to speak to Council about:**
Request for Exemption - Ball Pythons under Animal Keeping Bylaw 232
- **Is this an item scheduled on a current agenda?:**
No
- **Provide as much information as you can about the matter you would like to speak to:**
Dear Councillors and Municipal Enforcement Services,

We are writing to respectfully request consideration for a targeted amendment to Chapter 232 – Animal Keeping Bylaw, specifically to exempt ball pythons (Python regius) from Schedule “A” – Prohibited Animals.

To be clear, we are not asking for the entire by-law to be reviewed or changed, as we understand this could have unintended impacts on other pet owners. Instead, our request is focused solely on a narrow exemption for ball pythons.

Why Ball Pythons Should Be Exempt

Ball pythons are among the most widely kept reptiles in Canada and globally. They are:

Non-venomous, docile, and small – typically 0.9–1.5 m in length, weighing less than the average household cat or small dog.

Easy to care for – they eat pre-killed, frozen rodents (no live feeding required).

Adults typically eat once every 1–2 weeks, making their care predictable and manageable. Supplies and food can be easily purchased online or at local pet stores.

No risk to the environment – ball pythons cannot survive Canadian winters and therefore pose no invasive species threat.

Safe for the community – they have an excellent track record in Canada, with no recorded serious incidents. They are consistently recognized as one of the safest reptiles to own.

Precedent in Other Municipalities

Many Canadian municipalities allow non-venomous snakes up to a certain length:

Toronto: ≤ 3 m

Ottawa: ≤ 2 m

Winnipeg: ≤ 2 m

Marathon: ≤ 2 m

Ball pythons fall well within these limits, averaging only 1–1.5 m. Neighbouring

municipalities such as Neebing, Shuniah, O'Connor, and Greenstone have no restrictions on keeping them.

Educational and Family Value

My 8-year-old daughter has developed an interest in ball pythons. As parents, we support this because of the educational benefits it provides: responsibility, animal care, and respect for living creatures. Allowing families to responsibly own ball pythons gives children in Thunder Bay the same opportunities as families in other Canadian cities.

We respectfully ask Council and Municipal Enforcement Services to consider amending Schedule "A" of Chapter 232 to exempt ball pythons (Python regius). This narrow change would align Thunder Bay with best practices, maintain public safety, and allow responsible families like ours to provide safe and educational pet ownership opportunities.

- **Upload any addition images and/or documents about the matter (upload to 5 files):**
 1. [Municipal Bylaw Excerpts \(Toronto,Ottawa,Winnipeg,Marathon\).pdf \[853.0 KB\]](#)
- **Provide specific actions you would like Council to take:**

We respectfully ask Council and Municipal Enforcement Services to consider amending Schedule "A" of Chapter 232 to exempt ball pythons (Python regius). This narrow change would align Thunder Bay with best practices, maintain public safety, and allow responsible families like ours to provide safe and educational pet ownership opportunities.
- **Have you already been in contact with City staff in regards to the subject matter of your deputation request?**

Yes
- **Who did you speak to in City Administration? What was the outcome?**

We reached out by email to City Council and Adam Carruthers on September 14, 2025, and included excerpts from Municipal Bylaws in Toronto, Ottawa, Winnipeg, and Marathon, along with letters of support from local enthusiasts confirming the safety of ball pythons. We have not yet received any response from Municipal Enforcement Services. However, most Council members did not appear to have concerns with our request. We're hopeful that, with the time provided between our email and the upcoming Council meeting on October 14, 2025, they will have had sufficient opportunity to review the information and will be supportive of our request.
- **Please select the date of the meeting:**

Standing Committee - Tuesday, October 14 2025

- **Please choose**
Ms
- **First name:**
Lisa
- **Last name:**
Parent
- **Email:**
lisaha05@gmail.com
- **Phone:**
(807) 252-4836
- **Please note the names of the presenters that will be attending with you:**
Lyana Parent, Dane Parent, Bobbie Sue Caratti
- **Please indicate how you intend to participate in the meeting.**
In Person

Corporate Services Department

Memorandum

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

FROM: Keri Greaves, Commissioner – Corporate Services & City Treasurer

DATE: 10/03/2025 (mm/dd/yyyy)

SUBJECT: Administration Response to Request for Exemption for Ball Pythons

MEETING & DATE: Finance & Administration Standing Committee - 10/14/2025 (mm/dd/yyyy)

After careful review and consideration, Administration does not support an exemption to the Animal Keeping By-law Number 120-1983, as amended, and adopted as Chapter 232 of the City of Thunder Bay Municipal Code, for ball pythons. The primary considerations are:

Animal Welfare

Municipal staff cannot ensure that private households can consistently meet appropriate housing, husbandry, and environmental requirements for these snakes. If a ball python escapes or is released into the wild because an owner cannot care for them, they will likely not survive the local climate.

There is a lack of rescue or shelter capacity in Thunder Bay that is specialized enough to care for exotic animals if one were to escape, be released, or be surrendered. There is also a shortage of veterinary care in the region, especially for exotic species.

Environmental Impacts

According to the British Columbia Society for the Prevention of Cruelty to Animals (SPCA), “exotic animals can displace native wildlife, including species at risk, by outcompeting and depleting the resources they rely on. They can introduce diseases and parasites, and even alter the very structure and composition of the habitat they now occupy.”¹ They also note that some species will continue to grow and migrate and

¹ BC SPCA. Exotic Pets on the Loose. 2024. <https://spca.bc.ca/news/exotic-pets-on-the-loose/>

damage other areas. If a ball python were to escape or be released and survive for a period of time, it could do damage to the local environment.

It should also be noted that while ball pythons aren't on endangered lists in Canada, it is because they are not a native species. According to the International Union for Conservation of Nature (IUCN) Red List, they are Near Threatened, with a decreasing population due to poaching/exploitation for exotic pets and medicinal use (last assessed in 2020).² Those that are bred in captivity to be pets are also at risk of exploitation akin to the treatment found in puppy mills.

Public Safety

Even smaller snakes can present risks to pets, children, and others in the household when they act on defensive or predatory instincts. While ball pythons are not venomous, they can still strike and constrict when stressed; although rare, bites do happen and can cause infection and other health complications.

Administrative and Enforcement Challenges

Species-specific exemptions are difficult to monitor and enforce and allowing exemptions could lead to inconsistencies in enforcement and potential public safety concerns. Creating an exemption for ball pythons could create precedent for other species and complicate by-law compliance.

Care of exotic species also requires additional specialized handling and care training to ensure safety of the animal and the staff member.

Alignment with Other Agencies

Administration's position aligns with the Ontario Society for the Prevention of Cruelty to Animals (Ontario SPCA) and Humane Society, who "strongly support the elimination of keeping exotic and wild animals as pets and the banning of the sale, breeding, or importation of any exotic creature or wild animal for use as entertainment, display or companionship purposes."³ They are actively advocating to the provincial and federal government to ban importation, breeding, and sale of wild and exotic animals.

The Canadian Veterinary Medical Association (CVMA) opposes keeping any wild (native or exotic) animal species, or their hybrids, as pets. "Doing so may compromise animal welfare, pose unnecessary health and safety risks to humans and domesticated companion animals, and may adversely impact the ecosystem."⁴

² IUCN Red List. Ball Python. 2020. <https://www.iucnredlist.org/species/177562/220378972>

³ Ontario SPCA Position Statements. "Exotic Animals." 2025. <https://ontariospca.ca/what-we-do/change-for-animals/>

⁴ Canadian Veterinary Medical Association Position Statement. "Keeping Wild (Native or Exotic) Animals as Pets. 2025. <https://www.canadianveterinarians.net/policy-and-outreach/position-statements/statements/keeping-wild-native-or-exotic-animals-as-pets/>

It should be noted that City's Animal Keeping By-law 120-1983, as amended, prohibits the keeping of all venomous reptiles, and snakes in the python and boa families. There are no other restrictions on snakes.

References

Attachment – Schedule A – Prohibited Animals from Animal Keeping By-law 120-1983

ANIMAL - KEEPING

SCHEDULE

Schedule 'A' - Prohibited animals

The keeping of the following animals in the City is prohibited except as otherwise specifically provided in this Chapter.

- All Marsupials (such as Kangaroos and Opossums)
- All Non-Human Primates (such as Gorillas and Monkeys)
- All Felids, except the domestic cat
- All Canids, except the domestic dog
- All Viverrids (such as Mongooses, Civets and Genets)
- All Mustelids (such as Skunks, Weasels, Otters, Badgers except the domestic Ferret)
- All Ursids (Bears)
- All Artiodactylus Ungulates
- All Procyonids (such as Racoons, Coatis and Cacomistles)
- All Hyaenas
- All Perissodactylous Ungulates
- All Elephants
- All Pinnipeds (such as Seals, Fur Seals and Walruses)
- All Snakes of the Families Pythonidae and Boidae
- All Venomous Reptiles
- All Ratite Birds (such as Ostriches, Rheas, Cassowaries)
- All Diurnal and Nocturnal Raptors (such as Eagles, Hawks and Owls)
- All Edentates (such as Anteaters, Sloths and Armadillos)
- All Bats

ANIMAL - KEEPING

- All Crocodilians (such as Alligators and Crocodiles)
- All Venomous Arachnids

Examples of animals of a particular prohibited group are given in parentheses. They are examples only and shall not be construed as limiting the generality of the class.

Despite the foregoing, this Chapter does not prohibit the keeping of domestic goats, sheep, pigs, cattle, horses, asses, chickens, geese, turkeys and ducks in those areas of the City in which either agriculture or personal farming, both as defined in the Zoning By-law of the City applicable to the area, is either a use expressly permitted by such Zoning By-law or a use which by virtue of legal non-conforming status is not permitted by such Zoning By-law.

Nothing in this Chapter derogates from any requirements of any such Zoning By-law. By-law 278-1995, 18 December, 1995; Exhibit '1'; By-law 195-2000, 23 October, 2000.



Standing Committee Meeting Minutes

Tuesday, September 9, 2025, 4:34 p.m.

S.H. Blake Memorial Auditorium

Present: Mayor Ken Boshcoff
Councillor Albert Aiello
Councillor Mark Bentz
Councillor Brian Hamilton
Councillor Michael Zussino

Officials: Krista Power, Director - Legislative Services & City Clerk
Jeff Walters, Deputy City Clerk
John Collin, City Manager
Patty Robinet, City Solicitor
Keri Greaves, Commissioner - Corporate Services & City Treasurer
Kelly Robertson, Commissioner - Community Services
Kerri Bernardi, Manager – Safety & Wellness
Jana Roy, Capital Asset Account / Financial Analyst
Brigitte Champaigne-Klassen, Wellness Coordinator
Gordon Stover, Committee & Meeting Management System Coordinator

1. Finance and Administration Standing Committee in the S.H. Blake Memorial Auditorium (Council Chambers) at 4:34 p.m.

Chair: Councillor Mark Bentz

2. Land Acknowledgement

Chair Mark Bentz provided a Land Acknowledgement.

3. Disclosures of Interest

4. Confirmation of Agenda

MOVED BY: Councillor Michael Zussino

SECONDED BY: Councillor Brian Hamilton

WITH RESPECT to the Tuesday, September 9, 2025 Finance and Administration Standing Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

5. Presentations

5.1 Employee Appreciation Week

Manager-Safety & Wellness Kerri Bernardi and Wellness Coordinator Brigitte Champaigne-Klassen to provide information on Employee Appreciation Week.

Wellness Coordinator Brigitte Champaigne-Klassen appeared before Committee, provided a PowerPoint presentation, and responded to questions.

5.2 City Debt Overview and Future Policy Considerations

Commissioner - Corporate Services & City Treasurer Keri Greaves to provide an overview of the existing debt strategy and related policies, current debt levels, and key metrics and comparisons, and introduce ideas for future directions seeking the Committee's insights to help shape a comprehensive Debt Policy.

Commissioner - Corporate Services & City Treasurer Keri Greaves and Capital Asset Account / Financial Analyst Jana Roy, appeared before Committee, provided a PowerPoint presentation, and responded to questions.

6. Reports of Administration

6.1 Safety Mid-Year Update 2025

Report 283-2025-City Manager's Office-Human Resources providing an update on safety related incident statistics, work initiatives, and Ministry of Labour, Immigration, Training, and Skills Development (MLITSD) inspections from January to June 2025, for information.

Additional information received from Manager - Safety & Wellness Kerri Bernardi relative to Report 283-2025-City Manager's Office-Human Resources was distributed separately Friday, September 5, 2025.

7. Petitions and Communications

7.1 Community Engagement - National Anthem at City Council

Memorandum from Director - Legislative Services & City Clerk Krista Power dated August 29, 2025 providing information on community engagement with respect to performing the National Anthem at City Council, for information.

8. New Business

9. Adjournment

The meeting adjourned at 5:33 p.m.

Standing Committee Report

REPORT NUMBER 295-2025-Corporate Services-

DATE

PREPARED

September 22, 2025

FILE

STANDING

COMMITTEE

October 14, 2025

MEETING DATE

SUBJECT

Art Gallery Additional Contribution

PURPOSE

WITH RESPECT to Report 295-2025-Corporate Services, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT an additional \$2.5 million be allocated to the Thunder Bay Art Gallery for the capital costs associated with construction of the new Art Gallery facility;

AND THAT the sources of financing for this additional contribution be as follows:

Municipal Accommodation Tax Reserve Fund	\$0.75 million
Municipal Accommodation Tax Reserve Fund	\$0.50 million (2026 Budget)
Renew Thunder Bay Reserve Fund	\$1.25 million;

AND THAT the release of any additional municipal funding be conditional upon confirmation of all other funding sources required to achieve partial opening;

AND THAT the Mayor and City Clerk be authorized to sign the funding agreement and any subsequent agreements or amendments between The Corporation of the City of Thunder Bay and Thunder Bay Art Gallery relative to this project;

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

EXECUTIVE SUMMARY

At its August 25, 2025 meeting, City Council referred the Thunder Bay Art Gallery's request for additional funding to Administration, asking for information on timelines, financial impacts, recommended funding sources, and conditions for release. Administration is recommending an additional \$2.5 million contribution. A balanced financing approach is proposed, with \$1.25 million drawn from the Municipal Accommodation Tax Reserve Fund (\$0.75 million in 2025 and \$0.50 million in 2026)

and \$1.25 million from the Renew Thunder Bay Reserve Fund. Combined with the original \$5.0 contribution financed by debenture, the total financial contribution towards construction of the new Art Gallery Facility would be \$7.5 million.

Given the financial risks that remain with the project, Administration further recommends that no additional municipal funds be released until all other funding sources required to achieve partial opening are confirmed to the satisfaction of the City Treasurer. This approach protects the City's interests while supporting the advancement of a major cultural infrastructure project for the community.

KEY CONSIDERATIONS

In April 2017, City Council approved a financial contribution of \$5.0 million to be financed through debenture. City Council directed that the funding contribution only be released upon the realization of additional funds from other levels of government as this is a community initiative. This decision aligns with the City's Debt Management Strategy, which considers additional debenture financing for capital projects that are new, non-recurring projects with significant infrastructure requirements; large legacy and special projects that benefit multiple generations of citizens and/or will generate significant long-term economic growth.

The Art Gallery successfully leveraged the municipal commitment to secure \$41.4 million in Federal and Provincial funding, along with \$5.0 million through fundraising.

The Art Gallery's project budget/estimate has increased from \$49.9 million to \$74.7 million, creating a significant funding shortfall. The projected shortfall represents a significant challenge for the Art Gallery, which continues to pursue Federal and Provincial funding opportunities, along with private donors and philanthropic support.

At the August 25, 2025 Committee of the Whole Meeting, the Thunder Bay Art Gallery delivered a presentation providing a progress update on their project, identified the successes and financial challenges the project is facing and a potential path forward, and requested the City to consider additional funding.

The Art Gallery is exploring a phased approach that would allow the facility to achieve a partial opening while continuing fundraising efforts to reach full completion. The estimated cost to achieve this partial opening is \$64.2 million, leaving a requirement for an additional \$12.1 million beyond funds already committed. A further \$10.5 million is estimated to be required to fully complete the project.

City Council referred the request for additional funding to Administration, asking for a report back by the end of October 2025 with information on timelines, financial impacts, recommended funding sources, and how the funds could be released if approved.

Additional Contribution

In general, Administration does not recommend providing additional funding to projects led by external organizations when costs exceed the original budget. However, in this case there are extenuating circumstances that warrant consideration:

- Inflationary pressures stemming from the pandemic and ongoing supply chain constraints
- Significant funding commitments from other levels of government
- Extensive remediation requirements on City-owned land.

Administration acknowledges the significant effort that has gone into advancing this project, including the successful fundraising campaign and the ability to leverage substantial Federal and Provincial contributions. These achievements demonstrate strong community support and a commitment to enhancing cultural infrastructure in the City.

The City's original contribution of \$5.0 million represented approximately 10% of the project budget. With the project estimate now approaching \$75.0 million, it would be reasonable for the City's share to increase proportionately. Accordingly, Administration recommends an additional contribution of \$2.5 million, bringing the City's total financial commitment to \$7.5 million and maintaining a 10% share of the project estimate.

Financing Options

The City has limited resources with which to provide additional financing:

Special Debenture

The rationale used to support the original \$5.0 million contribution also applies to the additional funding; it is a large legacy project that will benefit multiple generations of citizens. However, it would increase the City's overall debt position, albeit with a modest impact on future borrowing capacity. In addition, assuming a 10-year term and 4% interest rate, a \$2.5 million debenture would result in annual debt servicing costs of approximately \$350,000 (year 1), placing additional pressure on the operating budget.

A balanced approach, combining the existing debt commitment with additional contribution from reserve fund(s), could offer a way to support the project while avoiding overextension of the City's finances.

Municipal Accommodation Tax Reserve Fund

The current uncommitted balance in the Municipal Accommodation Tax Reserve Fund is approximately \$0.9 million. Annual contributions are estimated at about \$2.0 million, though a significant portion is already contemplated for inclusion in the 2026 Operating and Capital Budgets.

In accordance with the Reserve Fund By-law 220-2023, withdrawals from the Municipal Accommodation Tax Reserve Fund are limited to Corporation projects/programs that promote tourism and benefit residents and visitors. While this is not a “Corporation” project, it is aligned with the Corporation’s Waterfront Masterplan. Considering this unique circumstance, Administration would support using the Municipal Accommodation Tax Reserve Fund as a source of financing.

Renew Thunder Bay Reserve Fund

The current uncommitted balance in the Renew Thunder Bay Reserve Fund is approximately \$8.0 million. Withdrawals are limited to projects that meet the following criteria:

1. Provide economic growth/benefits to the City including direct and indirect job creation.
2. Be aligned with Federal and Provincial funding/economic stimulus programs resulting in the Corporation's contribution being highly leveraged (i.e. City share not to exceed 50% of total capital cost on an individual project basis).
3. Provide community synergies and promote community partnership opportunities.
4. Be distinct from projects included in the Corporation's existing asset management plans.
5. Improve the quality of life on a City-wide basis.
6. Be highly visible and broadly supported by the community.
7. Be affordable to Thunder Bay taxpayers in terms of both the initial capital investment and impact on future operating budgets.

Based on these criteria, the Art Gallery project would be considered eligible to receive funding from the Renew Thunder Bay Reserve Fund.

Financing Strategy

Administration recommends a 50/50 funding split between the Municipal Accommodation Tax Reserve Fund and the Renew Thunder Bay Reserve Fund to support the additional \$2.5 million contribution.

Given the current Municipal Accommodation Tax Reserve Fund balance, Administration recommends committing \$750,000 immediately, with the remaining \$500,000 to be included in the 2026 Operating Budget for Council’s consideration.

If City Council approves this approach, the City’s contribution to the Art Gallery facility would be:

Debenture	\$5.00 million
Municipal Accommodation Tax Reserve Fund	\$1.25 million
Renew Thunder Bay Reserve Fund	<u>\$1.25 million</u>
Total Contribution	\$7.50 million

Release of Funds

Given the financial risks that remain with the project, structuring any additional contribution to safeguard the City's interests will help ensure that taxpayer dollars are used prudently. Therefore, Administration recommends that no additional funds be released until all other funding sources required to achieve partial opening are secured to the satisfaction of the City Treasurer. For greater clarity, the current estimated cost to achieve partial opening is \$64.2 million. If this estimate increases, the secured funding required prior to releasing the municipal contribution would also rise accordingly. This condition ensures the project is financially positioned to reach this critical milestone before any further municipal funds are disbursed.

FINANCIAL IMPLICATION

Administration is recommending an additional financial contribution to the construction of the new Art Gallery facility in the amount of \$2.5 million, bringing the total contribution to \$7.5 million.

The additional \$2.5 million would be financed as follows:

Municipal Accommodation Tax Reserve Fund	\$0.75 million
Municipal Accommodation Tax Reserve Fund	\$0.50 million (2026 Budget)
Renew Thunder Bay Reserve Fund	<u>\$1.25 million</u>
Total	\$2.50 million

BACKGROUND

In August 2025 (Report 266/2025 – Corporate Services), City Council directed Administration to release the \$5.0 million; 50% upon execution of a funding agreement and 50% upon execution of the required land lease amendments.

Also in August 2025, City Council referred the Art Gallery's request for additional funding to Administration, asking for a report back by the end of October 2025 with information on timelines, financial impacts, recommended funding sources, and how the funds could be released if approved.

In April 2017 (Report No. 55/2017 - Community Services), City Council approved a \$5.0 million contribution to the Art Gallery for the capital costs associated with construction of the facility. The source of financing for the contribution was to be by a debenture. No funding associated with the capital cost was to be released until Federal and Provincial funding for the Art Gallery project was confirmed.

REFERENCE MATERIAL ATTACHED

None.

REPORT PREPARED BY

Keri Greaves, CPA, Commissioner – Corporate Services & City Treasurer

REPORT SIGNED AND VERIFIED BY

Keri Greaves, CPA, Commissioner – Corporate Services & City Treasurer

10/06/2025 (MM/DD/YEAR)

Standing Committee Report

REPORT NUMBER 321-2025-Corporate Services-Finance		
DATE		
PREPARED	October 1, 2025	FILE
STANDING		
COMMITTEE	October 14, 2025	
MEETING DATE		
SUBJECT	Thunder Bay Community Auditorium Capital Reserve Fund Request	

PURPOSE – Seeking Endorsement of Standing Committee

WITH RESPECT to Report 321-2025-Corporate Services-Finance, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT \$119,627 be reimbursed to the Thunder Bay Community Auditorium Inc. for eligible capital repair costs, to be funded from the Thunder Bay Community Auditorium Capital Reserve Fund;

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

EXECUTIVE SUMMARY

The purpose of this Report is to seek endorsement for the request of the Thunder Bay Community Auditorium Inc. (the “Tenant”) to be reimbursed from the Thunder Bay Community Auditorium Capital Reserve Fund, to pay for capital repairs recently completed within the facility and detailed in this report. This reserve fund was established in 2023 to support the long-term sustainability of the TBCA facility.

KEY CONSIDERATIONS

The Thunder Bay Community Auditorium (TBCA) is a City-owned facility that is operated by the Thunder Bay Community Auditorium Inc. (the “Tenant”) under a lease agreement between the City (the “Landlord”) and the Tenant. As per the terms of the lease, the TBCA is responsible to maintain the facility.

In 2022, City Council approved the establishment of the Thunder Bay Community Auditorium Capital Reserve Fund to support the longevity of the facility and financial

sustainability of TBCA operations. An initial contribution of \$100,000 was included in the City's 2023 Operating Budget with further annual contributions of \$150,000 to be included in the Operating Budgets from 2024 to 2027 until the commencement of Capital Reserve Rent payments by the TBCA.

Withdrawals from the Thunder Bay Community Auditorium Capital Reserve Fund are for TBCA facility capital expenditures restricted in accordance with the TBCA lease agreement. In 2025, the TBCA has incurred \$119,627 in capital improvements and has formally requested to draw from the capital reserve fund to offset these costs.

The capital improvements that were completed are essential in nature and driven by health and safety risk mitigation considerations.

Summary of Capital Improvements:

1. Carpet Replacement – Lobby, Mezzanine, Balcony, Dressing Rooms	
• Removal and installation	\$ 67,018
• Specialized cleaning machine	\$ 5,591
2. HVAC Air Handlers	
• Replace original units nearing end of life	\$ 34,989
3. Stage Lift Repairs	
• New brakes and gear replacements	<u>\$ 12,029</u>
Total	\$119,627

The TBCA is currently developing a multi-year renovation plan that is projected to commence in 2026. This plan is intended to preserve the facility, reduce operating costs and enhance the audience's experience. TBCA is planning to return to Council in 2026 to request additional contributions from the Reserve Fund to address the renovation plan and leverage external funding opportunities.

Administration has reviewed the requested expenses and has determined that they meet the criteria for eligible use of the Thunder Bay Community Auditorium Capital Reserve Fund as a funding source.

FINANCIAL IMPLICATION

The Thunder Bay Community Auditorium Capital Reserve Fund was created to support capital improvements in the facility. The estimated uncommitted balance in this reserve fund is currently approximately \$410,000 and is sufficient to cover the requested \$119,627.

BACKGROUND

The Thunder Bay Community Auditorium is a City-owned facility that is operated under a lease agreement between the City and the Tenant.

In Report 221-2022, Council approved the formal changes to the arrangement between TBCA and the City effective January 1, 2023.

This report also provided Council's approval to establish a Thunder Bay Community Auditorium Capital Reserve Fund, to be used for the exclusive purpose of capital improvements, renovations, repairs, and maintenance of the Facility operated by the TBCA.

Based on the direction within this report, Administration included an initial contribution of \$100,000 to the TBCA Capital Reserve Fund in the 2023 Budget funded by the Capital General Reserve Fund. Subsequent annual contributions of \$150,000 in each 2024 and 2025 which were approved through the respective annual budget processes. Additional contributions for 2026 and 2027 will be presented for Council consideration through the regular annual budget deliberations.

The completion of this transition was intended to promote greater financial responsibility for TBCA as their funds were to be fully separated from the City following the transition.

The TBCA continues to be a recipient of annual Sustaining Funding through the Community, Youth & Cultural Funding Program. Budget recommendations for 2026 will be presented to Council in January 2026 and are subject to approval in the 2026 budget. Once approved, a Funding Agreement will be executed with the TBCA to outline the terms of the sustaining grant funding.

REFERENCE MATERIAL ATTACHED

None.

REPORT PREPARED BY

Andrea Morrison CPA, CA, Director Finance, Corporate Services

REPORT SIGNED AND VERIFIED BY

Keri Greaves, CPA, Commissioner – Corporate Services & City Treasurer

10/07/2025 (MM/DD/YEAR)

Standing Committee Report

REPORT NUMBER 300-2025-City Manager's Office-Office of the City Clerk		
DATE		
PREPARED	September 16, 2025	FILE
STANDING		
COMMITTEE	October 14, 2025	
MEETING DATE		
SUBJECT Terms of Reference – Inter-Governmental Affairs Committee 2025		

PURPOSE – Feedback and Endorsement of Standing Committee

WITH RESPECT to Report-300-2025-City Manager's Office-Office of the City Clerk, we request endorsement of the Standing Committee to forward the following recommendation to City Council:

WE RECOMMEND THAT the Terms of Reference for the Inter-Governmental Affairs Committee, as appended to this report as Attachment A, be approved;

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

EXECUTIVE SUMMARY

The Inter-Governmental Affairs Committee (IGAC) is composed of five members of City Council and acts as the primary vehicle for advocacy on municipal concerns and relationship building with the Provincial and Federal governments, Indigenous political bodies and other groups.

The committee's Terms of Reference (TOR) are reviewed annually.

With this report, IGAC is seeking feedback and endorsement from the Standing Committee for a recommended a shift in the composition of IGAC to reflect changes in City Council's new Procedural By-law, By-law 217-2025 which took effect on September 1, 2025. The committee recommends that composition include a representative of each Standing Committee (Chair, Vice Chair or designate), the Mayor and a fifth member of City Council selected by their peers. Other recommended updates to the Terms of Reference include the addition of a section relative to communication, as well as a few minor updates in the TOR language to better reflect ongoing clarity and transparency.

KEY CONSIDERATIONS

Procedural By-law 217-2025 was approved by City Council on July 15, 2025, and has been in effect since September 1, 2025. The new by-law included a change in Thunder Bay's governance structure with the introduction of three Standing Committees: Finance & Administration, Growth, and Quality of Life.

The Inter-Governmental Affairs Committee had previously discussed this change in governance and the possibility of shifting the composition of IGAC to ensure efficiency, alignment with City Council priorities, and communication with Standing Committees.

At their meeting on September 10, 2025, IGAC discussed potential changes to the committee's Terms of Reference. In addition to some minor changes, the following changes to the Terms of Reference were approved by the committee:

- Addition of a section relative to clarifying communication protocols, including committee transparency, information sharing, attendance at conferences/delegations, and participation by non-voting members of Council or Administration
- Change in committee composition so that the five members would include:
 - The Chair, Vice Chair or designate of each Standing Committee (Quality of Life, Growth and Finance & Administration) (3)
 - The Mayor (Head of Council) (1)
 - A Member of Council selected by their peers to represent City Council on IGAC (1)

Following the presentation to Standing Committee, the appended proposed Terms of Reference will be presented to City Council for feedback and approval.

FINANCIAL IMPLICATION

There are no financial implications associated with this report.

BACKGROUND

The Inter-Governmental Affairs Committee was established by resolution in Committee of the Whole on November 8, 2004. The committee was established for the purpose of facilitating ongoing liaison with local Members of the Provincial and Federal parliaments; and to develop a strategy for liaison.

Since its inception, the role of the committee has evolved, as reflected in periodic updates to its Terms of Reference, to become the main forum for municipal advocacy

and relationship building with Provincial and Federal governments, Indigenous political bodies, government agencies, and private sector stakeholders.

REFERENCE MATERIAL ATTACHED

Attachment A – Proposed IGAC Terms of Reference

Attachment B – Current IGAC Terms of Reference

REPORT PREPARED BY

Leanne Lavoie, Executive Administrator – City Manager's Office and Krista Power,
Director of Legislative Services & City Clerk

REPORT SIGNED AND VERIFIED BY

Kelly Robertson, Commissioner, Community Services and Acting City Manager

Date (10/06/2025)

INTER-GOVERNMENTAL AFFAIRS COMMITTEE**TERMS OF REFERENCE**

1. Name of Committee

The Committee shall be named the “Inter-Governmental Affairs Committee”.

2. Background, Assumptions and Objectives*Background:*

By resolution in Committee of the Whole on November 8, 2004, the Committee was established for the purpose of facilitating ongoing liaison with local Members of the Provincial and Federal parliaments; and to develop a strategy for liaison.

Since its establishment the role of the Committee has evolved, as reflected in periodic updates to its terms of reference, to where it acts as the primary vehicle for advocacy on municipal concerns and relationship building with the Provincial and Federal governments, Indigenous political bodies and a variety of government agencies and private interests.

Assumptions:

It is assumed that:

- It is in the best interest of City Council to have a strategy to identify opportunities that will further enhance Thunder Bay and meet the strategic initiatives.
- Projects and initiatives will be reported to City Council through Committee minutes and various other reports as required.
- Standing Committees as established on Growth, Quality of Life and Finance & Administration will provide input into priority setting for City Council as a whole and provide information on matters that may require advocacy to other levels of government.

Objectives:

TERMS OF REFERENCE**APPROVED BY INTER-GOVERNMENTAL AFFAIRS COMMITTEE – SEPTEMBER 10, 2025**

Through consultation with members of Administration, the Committee will:

- Develop, establish and initiate the implementation of a process for ongoing communication of and about issues of municipal concerns.
- Respond as needed on issues of municipal concern through lobbying efforts at the Provincial and Federal orders of government.
- Align advocacy initiatives with City Council's strategic priorities and address community needs.
- Advocate for community issues through, but not limited to the Thunder Bay District Municipal League, Northwestern Ontario Municipal Association (NOMA), Ontario Good Roads Association (OGRA), Association of Municipalities of Ontario (AMO), Ontario Chamber of Commerce (OCC), and Canadian Chamber of Commerce (CCC).
- Organize dialogues with other orders of government, the Indigenous community and its representative organizations and other community stakeholders.
- Provide strategies and responses on issues referred to the Committee by City Council and Administration.
- Serve as the forum through which issues involving relationships with other governments and agencies can be addressed and strategies and actions recommended to City Council.
- Receive deputations from stakeholders, organizations, groups and individuals where City Council may not have jurisdiction but may seek to advocate to another level of government on a matter affecting the city or the region.

3. Resources and Finances

Travel expenses authorized by the Committee will be financed from the budget for Inter-Governmental activities, recorded in the minutes and approved by resolution of the Committee.

All costs borne by Committee members will be duly reported in the annual Remuneration Report as required by the *Municipal Act*.

Additional funding requests from time to time as necessary and appropriate are to be presented to City Council for consideration.

4. Communication

Committee Transparency

All meetings of Advisory and Special Committees of Council will be open to the public, including agendas and meeting materials. Meetings may only be closed when the information received by the committee meets one of the exceptions listed in the *Municipal Act* (Section 239 (2)). A closed session meeting will be conducted in accordance with the procedures established by Director of Legislative Services & City Clerk.

The Committee will ensure transparency and accountability in developing and approving advocacy materials and ensuring that all advocacy efforts align with strategic priorities of City Council.

Information Sharing

Prior to attendance at planned conferences or scheduled delegation meetings with other orders of government, policy briefs will be shared with all members of City Council. Members of Council seeking to provide input on policy briefs are invited to share communicate their views to the Chair or in their absence the Vice Chair of the Committee.

The Office of the City Clerk and/or the Executive Administration to the City Manager will be the conduit for sharing of information with City Council and ensure that appropriate release of information follows the city's Communications Policy (i.e. spokesperson for Committee, media opportunities and release of public information). Where information is made available by other local boards or agencies in advance of lobbying efforts, it will be shared with all members of City Council as well (i.e. Board of Health, Thunder Bay District Social Services Administration Board).

Attendance at Conferences/Delegations

Members of Council outside of appointed members to the Intergovernmental Affairs Committee may attend conferences they deem beneficial to their roles as elected officials. Costs for attendance and travel shall be borne by the member's budget.

Members of Council attending conferences where delegations are taking place are open to attending delegation meetings with Ministerial representatives as spectators and providing feedback to members of committee via the Chair in advance or following the delegation.

Non-Voting Council/Administration

All other members of City Council or Administration, may participate in discussions and debate on matters before the Committee, and provide information, advice and assistance to the Committee as they are able.

5. Deliverables

1. Undertake ongoing liaison, through direct meetings with elected representatives and government officials of the Provincial and Federal parliaments, and representatives of the Indigenous Aboriginal community and area First Nations.
2. The Committee will receive reports on initiatives within the purview of other committees or being undertaken at the staff level which involve other governments or agencies. The Committee may provide advice on inter-governmental communication strategies or devise strategies for the Council's consideration which bring together a number of individual initiatives into broader strategies.
3. Key aspects of the programs under the Inter-Governmental Affairs Committee's purview include but are not limited to the following:
 - Inter-governmental relations and policies, and the process of relating to other governments and other agencies.
 - Miscellaneous but strategic issues which arise as the result of initiatives of other governments or agencies which are not the purview of specific function committees.
 - Legislative changes related to overall governance of the city.
4. Minutes of meetings of the Committee shall be recorded by the Executive Administrator to the City Manager and be forwarded by the City Clerk to a City Council meeting as information and, where resolutions passed are included in the minutes, for presentation and consideration by City Council.

6. Membership and Responsibility

Committee Composition:

The Committee shall be comprised of five (5) Members of Council,

- The Chair or Vice Chair of each Standing Committee (Quality of Life, Growth and Finance & Administration) (3) Members of Council
- The Mayor (Head of Council) (1)
- A member of Council selected by their peers to represent Council on IGAC (1)

The Chair shall be selected by the Committee. The City Manager, Director of Legislative Services & City Clerk and the Policy Assistant to the Mayor shall act as administrative resources to the Committee.

The City Manager shall appoint such other members of Administration to assist the Committee as required.

Representatives of the Provincial and Federal parliaments may be invited to attend meetings of the Committee for the purposes of consultation.

All members of City Council are welcome to attend meetings of the Committee. They may participate in the meetings of the Committee, speaking to or asking questions, with the permission of the Chair. This shall not include voting on matters.

The Executive Administrator to the City Manager, or their designate, will act as Clerk to the Committee, and will provide administrative support including co-ordinating the distribution of agendas and minutes, correspondence to and on behalf of members, and booking of meeting rooms, etc.

Term of Appointment for the Committee is to align with the Term of Office.

Chair/Vice Chair

The Committee members will, from amongst themselves, annually select and appoint a Chair and a Vice Chair for the Committee whose role it will be to preside over the meetings of the Committee and generally provide leadership to the Committee in its activities, as well as approve all agenda items and provide them and related materials to the administrative resource. In addition, the Committee members will select and appoint a Vice Chair to act on behalf of the Chair in his/her absence.

Attendance

Members are expected to attend all regularly scheduled meetings of the committee as is reasonably possible, advising the Chair in advance of any absence. All meetings are available in a hybrid format if necessary. Members may participate in a meeting in person or via virtual participation. Should a member fail to attend three consecutive meetings their appointment to the committee will be subject to review as per City Council's vacancy policy.

Term of the Committee

The term of the Inter-Governmental Affairs Committee will conclude with the term of Council and be open to the potential renewal.

7. Governance

Procedural By-law

All Advisory and Special Committees of Council are governed by Procedural By-law 217/2025 on all matters contained within.

Election of Chair and Vice Chair

The Committee Chair and Vice Chair will be elected annually from within the voting Committee members.

Reporting Relationships

The Committee will report to the City Council through regular presentation of its minutes.

The Committee will present reports and information it deems appropriate to the appropriate Standing Committee and/or City Council meetings.

Quorum

Quorum at a meeting shall be a simple majority (50% + 1) of filled voting member positions.

The Members of Council shall be voting members of the Inter-Governmental Affairs Committee, with each of the five (5) appointed members of the Inter-Governmental Affairs Committee entitled to one (1) vote at Committee meetings. Only those participating at a meeting are entitled to vote on matters before the

committee. Specific recommendations to City Council will be voted on as a motion by the Committee members.

Voting Rights

All appointed members of the Committee have one vote each; a majority vote when quorum is present is required for an item to be considered. In the event of a tie vote, the item is defeated. Only those participating at a meeting are entitled to vote on matters before the committee.

Non-voting members of Council or Administration may participate in discussions on matters before the Committee, and provide information, advice and assistance to the Committee.

Terms of Reference

The Committee Terms of Reference are reviewed and approved on an annual basis. If fundamental changes are made, Terms of Reference are returned to City Council for approval. The Office of the City Clerk retains the ability to make housekeeping and administrative changes to the Terms of Reference as required.

8. Meeting Schedule

The Committee will set a calendar of meeting dates for each year and shall otherwise meet at the call of the Chair. Additional meetings may be authorized by the Chair at the request of any member of the Committee, or at the request of Administration. All meetings of the Inter-Governmental Affairs Committee will be open to the public except to deal with matters that are deemed to fall within the conditions of a closed meeting as defined in Sect. 239 of the *Municipal Act*, 2001; whereby the Committee will, by motion, establish a 'Closed Session' as per the *Municipal Act*.

Prior to meetings there will be a formal call for agenda items with the agenda and the meeting materials circulated in advance.

9. Contact

The Administrative Contact for the Inter-Governmental Affairs Committee is the Executive Administrator to the City Manager.

The Office of the City Clerk is reached by:

Telephone: 807-625-2230

Facsimile: 807-623-5468

The Executive Administrator to the City Manager is reached by:

Telephone: 807-625-2224

INTER-GOVERNMENTAL AFFAIRS COMMITTEE

TERMS OF REFERENCE

1. Name of Committee

The Committee shall be named the “Inter-Governmental Affairs Committee”.

2. Background, Assumptions and Objectives*Background:*

By resolution in Committee of the Whole on November 8, 2004, the Committee was established for the purpose of facilitating ongoing liaison with local Members of the Provincial and Federal parliaments; and to develop a strategy for liaison.

Since its establishment the role of the Committee has evolved, as reflected in periodic updates to its terms of reference, to where it acts as the primary vehicle for advocacy on municipal concerns and relationship building with the Provincial and Federal governments, Aboriginal political bodies and a variety of government agencies and private interests.

Assumptions:

It is assumed that:

- It is in the best interest of City Council to have a strategy to identify opportunities that will further enhance Thunder Bay and meet the strategic initiatives.
- Projects and initiatives will be reported to City Council through Committee minutes and various other reports as required.

Objectives:

Through consultation with members of Administration, the Committee will:

- Develop, establish and initiate the implementation of a process for ongoing communication of and about issues of municipal concerns.

TERMS OF REFERENCE

APPROVED BY INTER-GOVERNMENTAL AFFAIRS COMMITTEE – APRIL 12, 2023

- Respond as needed on issues of municipal concern through lobbying efforts at the Provincial and Federal orders.
- Advocate community issues through, but not limited to the Thunder Bay District Municipal League, Northwestern Ontario Municipal Association (NOMA), Ontario Good Roads Association (OGRA), Association of Municipalities of Ontario (AMO), Northwestern Ontario Associated Chambers of Commerce (NOACC), Ontario Chamber of Commerce (OCC), Canadian Chamber of Commerce (CCC) and Northwestern Ontario Development Network (NODN).
- Organize dialogues with other orders of government, the Aboriginal community and its representative organizations and other community stakeholders.
- Provide strategies and responses on issues referred to the Committee by Council and Administration.
- Serve as the forum through which issues involving relationships with other governments and agencies can be addressed and strategies and actions recommended to City Council.

3. Resources and Finances

The Committee's meeting activities for room bookings and where necessary refreshments will be financed from the budget and allocated to the Office of the City Clerk for City Council - Committee Expenses.

Travel expenses authorized by the Committee will be financed from the administrative budget for Inter-Governmental activities.

Additional funding requests from time to time are to be presented to Committee of the Whole for consideration.

4. Deliverables

1. Undertake ongoing liaison, through direct meetings with elected representatives and government officials of the Provincial and Federal parliaments, and representatives of the Aboriginal community and area First Nations.

2. The Committee will receive reports on initiatives within the purview of other committees or being undertaken at the staff level which involve other governments or agencies. The Committee may provide advice on inter-governmental communication strategies or devise strategies for the Council's consideration which bring together a number of individual initiatives into broader strategies.
3. Key aspects of the programs under the Inter-Governmental Affairs Committee's purview include but are not limited to the following:
 - Inter-governmental relations and policies, and the process of relating to other governments and other agencies.
 - Miscellaneous but strategic issues which arise as the result of initiatives of other governments or agencies which are not the purview of specific function committees.
 - Legislative changes related to overall governance of the city.
4. Minutes of meetings of the Committee shall be recorded by the Executive Administrator to the City Manager and be forwarded by the City Clerk to a Committee of the Whole meeting as information and, where recommendations are included in the minutes, for approval by City Council.

5. Membership and Responsibility

Committee Composition:

The Committee shall be comprised of five (5) Members of Council, one of which will be the Mayor. The Chair shall be selected by the Committee. The City Manager, City Clerk and the Policy Assistant to the Mayor shall act as administrative resources to the Committee.

The City Manager shall appoint such other members of Administration to assist the Committee as required.

Representatives of the Provincial and Federal parliaments may be invited to attend meetings of the Committee for the purposes of consultation.

All members of City Council are welcome to attend meetings of the Committee. They may participate in the meetings of the Committee, speaking to or asking questions, only with the permission of the Chair. This shall not include voting on matters.

The Executive Administrator to the City Manager, or their designate, will act as Clerk to the Committee, and will provide administrative support including co-ordinating the distribution of agendas and minutes, correspondence to and on behalf of members, and booking of meeting rooms, etc.

Term of Office

Mayor Appointee (1):

- Current Term of Council

Council Appointees (4):

- Current Term of Council

Chair/Vice Chair

The Committee members will, from amongst themselves, annually select and appoint a Chair and a Vice Chair for the Committee whose role it will be to preside over the meetings of the Committee and generally provide leadership to the Committee in its activities, as well as approve all agenda items and provide them and related materials to the administrative resource. In addition, the Committee members will select and appoint a Vice Chair to act on behalf of the Chair in his/her absence.

Attendance

Members are expected to attend all regularly scheduled meetings of the committee as is reasonably possible, advising the Chair in advance of any absence. All meetings are available in a hybrid format if necessary. Members may participate in a meeting in person or via virtual participation. Should a member fail to attend three consecutive meetings their appointment to the committee will be subject to review as per City Council's vacancy policy.

Term of the Committee

The term of the Inter-Governmental Affairs Committee will conclude with the term of Council and be subject to renewal.

6. Governance

Reporting Relationship to Council/Administration

In addition the Inter-Governmental Affairs Committee will present such reports and/or information it deems appropriate to Committee of the Whole, so as to inform City Council and the community at large of the actions, activities and programs of the Inter-Governmental Affairs Committee.

Voting Rights

The Members of Council shall be voting members of the Inter-Governmental Affairs Committee, with each of the five (5) appointed members of the Inter-Governmental Affairs Committee entitled to one (1) vote at Committee meetings. Only those participating at a meeting are entitled to vote on matters before the committee. Specific recommendations to City Council will be voted on as a motion by the Committee members.

Quorum

Quorum for meetings will require at least three voting members to be present.

The Inter-Governmental Affairs Committee will strive to reach decisions by consensus: if consensus cannot be attained, voting on motions and questions before the Committee shall be in accordance with the procedural rules for City Council and its Committees.

Terms of Reference

The Committee's Terms of Reference will be reviewed annually and, if changes are made, returned to Committee of the Whole for approval.

Non-Voting Council/Administration

All other members of Council or Administration, subject to the limitations already set out, may participate in discussions and debate on matters before the Committee, and provide information, advice and assistance to the Committee as they are able.

7. Meeting Schedule

The Committee will set a calendar of meeting dates for each year and shall otherwise meet at the call of the Chair. Additional meetings may be authorized by the Chair at the request of any member of the Committee, or at the request of Administration. All meetings of the Inter-Governmental Affairs Committee will be open to the public except to deal with matters that are deemed to fall within the

conditions of a closed meeting as defined in Sect. 239 of the *Municipal Act*, 2001; whereby the Committee will, by motion, establish a 'Closed Session' as per the Municipal Act.

Prior to meetings there will be a formal call for agenda items with the agenda and the meeting materials circulated in advance.

8. Contact

The Administrative Contact for the Inter-Governmental Affairs Committee is the Executive Administrator to the City Manager.

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The Executive Administrator to the City Manager is reached by:

Telephone: 807-625-2224

ADDENDUM No. 1
(REVISED APRIL 12, 2023)

COMMITTEE MEMBERS

MEMBERS OF COUNCIL (5): TERM EXPIRY

Mayor Ken Boshcoff	Current Term of Council	November 30, 2026
Councillor Dominic Pasqualino	Current Term of Council	November 30, 2026
Councillor Kasey Etrene	Current Term of Council	November 30, 2026
Councillor Kristen Oliver	Current Term of Council	November 30, 2026
Councillor Shelby Ch'ng	Current Term of Council	November 30, 2026

RESOURCE/ADMINISTRATION:

City Manager Norm Gale
City Clerk Krista Power
Policy Assistant to the Mayor Larry Joy

ADMINISTRATIVE RESOURCE:

Executive Administrator to the City Manager Erin Nadon
Supervisor Corporate Communication & Community Engagement Stacey Levanen

Memorandum

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

FROM: Dana Earle, Director – Customer Service
City Manager’s Office – Customer Service

DATE: 09/12/2025 (mm/dd/yyyy)

SUBJECT: Project Initiation – Centralized Customer Service

MEETING & DATE: Finance & Administration Standing Committee - 10/14/2025
(mm/dd/yyyy)

Municipalities across Ontario are increasingly adopting centralized customer service models to improve service delivery, create efficiencies, and enhance the overall customer experience.

The 2023-2027 Maamawe, Growing Together Strategic Plan reaffirms the City’s values for Accountability, Continuous Improvement, Teamwork, Respect = A.C.T. with Respect. The employees of the City of Thunder Bay are committed to delivering the right services to the public in the right way. Under the Growth pillar, a goal of the Strategic Plan is to “make it easier to access City services” with the objective of implementing better ways of servicing the public that focus on continuous improvement and delivering positive outcomes for residents. This project is included on the City Manager’s 2025-2027 Workplan as a Tier 2 project.

Currently, services provided by the City of Thunder Bay are de-centralized and are accessed through multiple points of contact across all departments sometimes without resolution for the customer at the first point of contact. The introduction of a centralized model will strive to streamline communication channels, reduce response wait times, enhance online services, train and empower staff, improve integration of services, increase proactive communication, and provide for a more efficient complaint resolution process.

With the project launching in September 2025, it is Administration's plan to fully launch the new Customer Service Division in Q4 2026.

A Get Involved site has been launched where residents and city staff can find information relating to the project as well as opportunities for involvement and feedback. The first survey is currently available and will close on October 31. Focus groups are being organized for the month of November, a sign up is also available through the Get Involved site. Staff will be available to answer any questions or concerns about the project at the Thunder Bay Talks event being held on October 22 at the Moose Hall on Fort William Road.

At this initial stage, the project will be managed within existing staff resources. The proposed 2026 capital and operating budget will include requests for investment in Customer Relationship Management (CRM) software licensing and implementation, office space upgrades, staff training and change management initiatives.

The project also includes the development of customer service standards for the City. This policy work will ensure that the service provided by all City employees to customers is consistent and reflects a commitment to customer service excellence. Engagement and research on these standards is underway with a report scheduled to Council in Q1 2026.

Administration will report on significant milestones as the project proceeds, with a full report to City Council prior to Q4 2026.