



**Quality of Life Standing Committee Meeting
Agenda**

**Tuesday, December 16, 2025, 4:30 p.m.
S.H. Blake Memorial Auditorium**

	Pages
1. Quality of Life Standing Committee in the S.H. Blake Memorial Auditorium (Council Chambers) at 4:30 p.m. Chair: Councillor Kristen Oliver	
2. Land Acknowledgement A Member of Council to provide a land acknowledgement.	
3. Disclosures of Interest	
4. Confirmation of Agenda WITH RESPECT to the Tuesday, December 16, 2025 Quality of Life Standing Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.	
5. Presentations	
5.1 Food Action Network of Northwestern Ontario Update Sarah Siska, Executive Director - Food Action Network of Northwestern Ontario and Sarah Jensen, Regional Food Systems Coordinator to provide a presentation.	
5.2 Age Friendly Thunder Bay Update Donna Nagy, Chair - Age Friendly Thunder Bay and Rachel Macsemchuk, Vice-Chair - Age Friendly Thunder Bay to provide a presentation.	
6. Minutes of Previous Meetings Minutes of the Quality of Life Standing Committee, held on November 18, 2025, for information.	4 - 7
7. Reports of Administration	
7.1 Update - Recycling Depot Operations	8 - 12

Report 356-2025 - Infrastructure & Operations - Environment seeking endorsement from the Quality of Life Standing Committee for City Council to include Recycling Depot Operations in the draft 2026 Operating Budget.

WITH RESPECT to Report 356-2025-Infrastructure & Operations-Environment, we request endorsement of the Standing Committee for inclusion of Recycling Depot Operations in the draft 2026 Operating Budget for City Council's consideration;

AND THAT Administration continue to work with Circular Materials to confirm the continued operation of the City's 900 Walsh Street recycling depot or an alternate local site to meet their service level obligations under the Blue Box regulations;

AND THAT the City funds the operation of all three existing recycling depots until March 31, 2026 or until a decision is made by Circular Materials on the location of the required Producer operated depot;

AND THAT from April 1, 2026 to December 31, 2026 the City funds the operation of recycling depots at the Landfill Site and one of the two urban locations;

AND THAT Administration report back to Standing Committee by the end of March 31, 2026 on the status of recycling depot operations in the City, and provide an additional update by September 30, 2026 on the future of recycling depot operations in 2027 and beyond;

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

7.2 Update – Animal Services Taskforce

13 - 22

Report 320-2025 - Corporate Services - Licensing & Enforcement seeking endorsement from the Quality of Life Standing Committee for City Council to approve the action plan as presented in the report.

Correspondence received from Valerie Mackett requesting to appear before Committee. **(Distributed Separately)**

WITH RESPECT to Report 320-2025-Corporate Services-Licensing & Enforcement, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT the action plan be approved as presented within the report;

AND THAT the withdrawals of the Animal Control Donation Reserve be

amended to “Programming for the health and care of animals in Thunder Bay;”

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

8. New Business

9. Adjournment



Quality of Life Standing Committee Meeting Minutes

Tuesday, November 18, 2025, 4:30 p.m.

S.H. Blake Memorial Auditorium

Present: Mayor Ken Boshcoff
Councillor Shelby Ch'ng
Councillor Andrew Foulds
Councillor Greg Johnsen
Councillor Kristen Oliver

Officials: Jeff Walters, Deputy City Clerk
John Collin, City Manager
Kayla Dixon, Commissioner - Infrastructure & Operations
Keri Greaves, Commissioner - Corporate Services & City Treasurer
Kerri Marshall, Commissioner - Growth
Kelly Robertson, Commissioner - Community Services
Cynthia Olsen, Director - Strategy & Engagement
Kerri Bernardi, Acting Director - Human Resources
Brendan Hardick, Solicitor II
Brad Loroff, Manager – Transit Services
Callie Hemsworth, Supervisor – Initiatives, Marketing and Community Support
Gordon Stover, Committee & Meeting Management System Coordinator

1. Quality of Life Standing Committee in the S.H. Blake Memorial Auditorium (Council Chambers) at 4:30 p.m.

Chair: Councillor Kristen Oliver

2. Land Acknowledgement

Councillor Andrew Foulds provided a land acknowledgement.

3. Disclosures of Interest

4. Confirmation of Agenda

MOVED BY: Councillor Shelby Ch'ng

SECONDED BY: Councillor Greg Johnsen

WITH RESPECT to the Tuesday, November 18, 2025 Quality of Life Standing Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

5. Minutes of Previous Meetings

Minutes of the Quality of Life Standing Committee, held on October 14, 2025, for information.

6. Reports of Administration

6.1 Operating Model - Tbaytel Multiplex

Report 357-2025 - Community Services seeking endorsement from the Standing Committee to recommend that the City of Thunder Bay take on the operation of the facility, based on review of information related to both third-party and City-operated options was distributed separately on Friday, November 14, 2025.

MOVED BY: Councillor Shelby Ch'ng

SECONDED BY: Councillor Andrew Foulds

WITH RESPECT to Report 357-2025-Community Services we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT City Administration move forward with a city-run operating model for the Tbaytel Multiplex based on stakeholder consultations and end user feedback;

AND THAT a city-run operating model be presented to City Council for approval;

AND THAT the financial implications of a City-operated model be included in the 2026 Operating Budget for Council's consideration;

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

CARRIED

6.2 Affordable Access Program to Recreation and Transit 2025 Update

Report 345-2025 - Community Services - Recreation & Culture seeking endorsement from the Quality of Life Standing Committee for City Council to extend the Affordable Access Program for Recreation and Transit pilot program December 31, 2026.

MOVED BY: Councillor Andrew Foulds

SECONDED BY: Councillor Greg Johnsen

WITH RESPECT to Report 345-2025-Community Services-Recreation & Culture, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT the Affordable Access to Recreation and Transit Pilot Program be extended from June 30, 2026 to December 31, 2026;

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

CARRIED

6.3 Mobile Safety and Security Response Pilot

Report 342-2025 - Corporate Services - Licensing & Enforcement seeking endorsement of the Quality of Life Standing Committee for inclusion of a Mobile Security Enforcement Pilot service level expansion in the 2026 Operating Budget.

MOVED BY: Councillor Shelby Ch'ng

SECONDED BY: Councillor Andrew Foulds

WITH RESPECT to Report 342-2025-Corporate Services-Licensing & Enforcement, we request endorsement of the Standing Committee for inclusion of a Mobile Safety and Security Response Pilot service level expansion in the 2026 Operating Budget for City Council's consideration;

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

CARRIED

7. Adjournment

The meeting adjourned at 5:26 p.m.

Standing Committee Report

REPORT NUMBER 356-2025-Infrastructure & Operations-Environment

DATE

PREPARED

December 3, 2025

FILE

STANDING

COMMITTEE

December 16, 2025

MEETING DATE

SUBJECT

Update - Recycling Depot Operations

PURPOSE – To provide an update on the City’s Recycling Depots because of regulatory changes and to obtain endorsement from the Standing Committee – Quality of Life to include Recycling Depot Operations in the draft 2026 Operating Budget.

WITH RESPECT to Report 356-2025-Infrastructure & Operations-Environment, we request endorsement of the Standing Committee for inclusion of Recycling Depot Operations in the draft 2026 Operating Budget for City Council’s consideration;

AND THAT Administration continue to work with Circular Materials to confirm the continued operation of the City’s 900 Walsh Street recycling depot or an alternate local site to meet their service level obligations under the Blue Box regulations;

AND THAT the City funds the operation of all three existing recycling depots until March 31, 2026 or until a decision is made by Circular Materials on the location of the required Producer operated depot;

AND THAT from April 1, 2026 to December 31, 2026 the City funds the operation of recycling depots at the Landfill Site and one of the two urban locations;

AND THAT Administration report back to Standing Committee by the end of March 31, 2026 on the status of recycling depot operations in the City, and provide an additional update by September 30, 2026 on the future of recycling depot operations in 2027 and beyond;

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

EXECUTIVE SUMMARY

The City of Thunder Bay transitioned its residential Blue Box (blue bag) recycling program to full producer responsibility on July 1, 2024, in accordance with the

requirements of O. Reg 391/21 “Blue Box”. Producers have been required to maintain depot collection services for Blue Box materials in the City of Thunder Bay during the province wide transition period which occurred between July 1, 2024, and December 31, 2025.

As of December 31, 2025, the Producers, represented by Circular Materials, are obligated to maintain one recycling depot in the community to service multi-residential residents only. Administration has recently confirmed that starting January 1, 2026, Circular Materials will no longer operate all three depots in the community. They will continue to only operate one depot, at a location that is yet to be determined.

The Province has repeatedly indicated that Ontario residents were not to experience a reduction in residential Blue Box recycling services because of the transition to full producer responsibility.

Given the uncertainty around the City’s recycling depot operations, and to maintain continuity of this valuable service, Administration is proposing several measures to maintain adequate depot service for residents in 2026 until a more informed decision can be made for 2027 and beyond.

KEY CONSIDERATIONS

The City of Thunder Bay, in accordance with O. Reg 391/21 “Blue Box”, transitioned its residential Blue Box (blue bag) recycling program to full producer responsibility on July 1, 2024. All Ontario communities will have their residential Blue Box programs transitioned to full producer responsibility by the end of 2025. Circular Materials (CM) now manages the program. CM is the administrator of the common collection system in Ontario on behalf of Producers and contracted GFL Environmental (GFL) to continue providing residential Blue Box collection services to Thunder Bay residents.

Current Depot Operations

The City owns three residential recycling depots located at 900 Walsh Street, 85 Front Street and the City’s Landfill Site. Producers have been required to maintain depot collection services for Blue Box materials in the City of Thunder Bay during the regulatory transition period between July 1, 2024, and December 31, 2025. The depots have been licensed/leased to GFL during this timeframe and operated under contract with CM.

The depots currently collect approximately a quarter of the City’s residential Blue Box recyclable material and receive well over 100,000 vehicles annually at all three locations combined. The depots are an important part of the City’s waste diversion efforts, and the data indicates the sites are well used by residents.

Future of Depot Operations

Operation of the City's recycling depots beyond December 31, 2025, has been subject to review and change by the Producers. CM has recently informed Administration that starting January 1, 2026, it will no longer operate all three depots in the community. CM has indicated they will continue to operate only one depot and expressed an interest in the 900 Walsh Street location but is still in discussions with the Province to confirm its regulatory obligations related to depot operations. Given the uncertainty around the City's depot operations, and to maintain continuity of this valuable service, Administration is proposing the following:

- Continue to work with CM to confirm if they intend to continue to use the 900 Walsh Street depot to meet its regulatory obligations. Under this model, the City would continue to license/lease the site to GFL.
- Fund the operation of all three existing depots until March 31, 2026. GFL would continue to operate the sites under contract to the City. This is a backstop if CM does not choose one of the City's locations as its obligated site to ensure the continuity of service until transitional matters are resolved.
- April 1, 2026 to December 31, 2026 the City would fund the Landfill Site location and one of the two urban locations, for a total of two depots under full municipal control. GFL would operate the sites under contract to the City. This allows the City to fully assess its depot operations, in conjunction with the CM site, engage in advocacy efforts with the Province, and provide a more informed decision to Council on the future of depot operations for 2027 and beyond.

Provincial Advocacy

The Province has repeatedly indicated that Ontario residents were not to experience a reduction in residential Blue Box recycling service because of the transition to full producer responsibility for residential Blue Box services. Reducing the number of Producer-operated depots in the community from three to one is a reduction in service. Administration, through its member associations, will continue advocacy efforts to have the Province amend the Regulation to require Producers to continue to offer the depot services residents are accustomed to. Administration will also be bringing this item to Council's Inter-Governmental Affairs Committee to recommend advocacy from the City to our provincial representatives to re-establish the City of Thunder Bay's three depots and have the City reimbursed for costs incurred in the interim by Producers.

FINANCIAL IMPLICATION

Continuing to fund the depot operations as identified in this report will result in an increase of \$400,000 to the Solid Waste and Recycling Services operating budget in 2026. A Quality of Life Standing Committee endorsement will see this item included in the draft 2026 Operating Budget for City Council's consideration.

BACKGROUND

At May 5, 2025 Committee of the Whole Meeting, Report No. 149/2025 - update on the Solid Waste Management Strategy was provided for information.

At the June 3, 2024 Committee of the Whole Meeting, Report No. 193/2024 - update on the Solid Waste Management Strategy was provided for information.

At the May 6, 2024 Committee of the Whole Meeting, Report No. 151/2024 – update on Provincial Blue Box transition in the City was provided for information.

At the May 1, 2023 Committee of the Whole Meeting, Report No. 148/2023 - update on the Solid Waste Management Strategy was provided for information.

At the July 18, 2022 Committee of the Whole Meeting, Report No. R120/2022, Council approved opting out of providing service for all components of the municipal residential recycling program effective on its transition date of July 1, 2024.

At the April 4, 2022 Committee of the Whole Meeting, Report No. R48/2022 - update on the Solid Waste Management Strategy was provided for information.

At the September 22, 2021 Committee of the Whole Meeting, memo on regulatory updates to the Provincial Blue Box Program was provided for information.

At the May 3, 2021 Committee of the Whole Meeting, Report No. R54/2021– update on the Solid Waste Management Strategy was provided for information.

At the September 14, 2020 Committee of the Whole Meeting, Report No. R108/2020 - update on the Solid Waste Management Strategy was provided for information.

At the August 12, 2019 Committee of the Whole Meeting, memo was provided on Provincial Solid Waste regulatory changes for information.

REFERENCE MATERIAL ATTACHED

None

REPORT PREPARED BY

Jason Sherband, Manager – Solid Waste and Recycling Services

REPORT SIGNED AND VERIFIED BY

Kayla Dixon, Commissioner – Infrastructure & Operations
December 8, 2025

Standing Committee Report

REPORT NUMBER 320-2025-Corporate Services-Licensing & Enforcement		
DATE PREPARED	October 29, 2025	FILE
STANDING COMMITTEE MEETING DATE	December 16, 2025	
SUBJECT	Update – Animal Services Taskforce	

PURPOSE - to provide an update on consultation with the Animal Services Taskforce (the Taskforce), and to seek feedback and endorsement from the Quality of Life Standing Committee for the action plan contained in this report.

WITH RESPECT to Report 320-2025-Corporate Services-Licensing & Enforcement, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT the action plan be approved as presented within the report;

AND THAT the withdrawals of the Animal Control Donation Reserve be amended to “Programming for the health and care of animals in Thunder Bay;”

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

EXECUTIVE SUMMARY

This report presents an update on the Animal Services Taskforce and its recommendations.

The Taskforce identified five priority focus areas to fill gaps in animal services in the community:

1. Strategic Planning - Rebuilding and Strengthening Animal Services as a Core Municipal Function
2. Building and Managing Sustainable Rescue Partnerships
3. Staffing, Training, and Internal Structure
4. Securing Consistent and Accessible Veterinarian Care
5. Community Programs, Public Education and Outreach

Within these priorities, the Taskforce presented a number of goals and recommendations. This report outlines a proposed action plan developed from the Taskforce recommendations.

KEY CONSIDERATIONS

While the Municipal Services Pound was never closed, its function was altered during the early years of COVID. In response to public calls for change, through Report 112-2025 – Update – Animal Services Review, Administration committed to forming an Animal Services Taskforce to gather feedback and conduct a gap analysis on services for animals in the City of Thunder Bay.

The Task Force

In June 2025, there was a callout for membership for the Taskforce. Twenty-seven (27) applications were received, and twelve (12) members were chosen through a review process. Members included representatives from past and current rescue groups, as well as residents with an interest and background in animal well-being in the community. Two City staff members also participated.

To ensure focussed, impartial, and respectful conversations, and in accordance with Supply Management By-law 359-2024, Administration recruited Kari Chiappetta Consulting to facilitate Taskforce discussions, lead activities for strategic analysis, and provide a report summarizing the consultation. Kari Chiappetta Consulting has been providing facilitation, training, and staff development services since 2006, is certified in a range of facilitation techniques, and comes highly recommended in the social services sector.

The facilitator's role was to establish a safe and respectful place for open discussions and to consolidate the information provided by the members of the Taskforce; recommendations presented in the final summary report relied only on the expertise of the Taskforce members.

The Taskforce met three times throughout September 2025. To ensure respectful and focussed discussion, the first meeting began with the members setting explicit conduct guidelines, including being respectful and kind, concentrating on current solutions, and maintaining confidentiality of the work of the Taskforce. Members were not to discuss their participation or post online about Taskforce activities in any capacity, and the City would be the voice of the Taskforce. The majority of members stated their preference to keep their identities confidential regarding their work with the Taskforce. All members agreed to these guidelines, and the guidelines were appended to every subsequent meeting agenda. The remainder of the initial meeting was spent discussing the history of Animal Services, current state of Municipal Pound services, gaps in the system, and answering questions.

During subsequent meetings, the Taskforce conducted a SWOT Analysis: a strategic planning activity where members identified perceived strengths, weaknesses, opportunities, and threats to animal services and well-being in the City of Thunder Bay. From this analysis, five priority focus areas were identified:

1. Strategic Planning - Rebuilding and Strengthening Animal Services as a Core Municipal Function
2. Building and Managing Sustainable Rescue Partnerships
3. Staffing, Training, and Internal Structure
4. Securing Consistent and Accessible Veterinarian Care
5. Community Programs, Public Education and Outreach

Within these priorities, a number of goals and recommendations were provided. Upon review by Administration, some Taskforce recommendations were determined to be unachievable or too imposing on community partners. For example, it was recommended that the City create a by-law requiring animal rescues to be licensed, akin to a kennel business, setting out requirements for operation. It is Administration's position that this would be directing the work of other community organizations and could potentially create hardship for smaller rescues, leading to more gaps in the system.

Discussions at the meeting were focused on actions to take in the short-term to minimize gaps in the system, with longer-term actions to result in the re-establishment of the shelter model. It should be noted that the recommendations provided by the Taskforce were in pursuit of opening a fully functional animal shelter, including full adoption practices.

Administration is not recommending a return to full shelter-based services at this time, as there is substantial work to do to update policies, procedures, and by-laws to adhere to best practices. There are also resourcing restrictions in the short-term, including staffing and facility availability that will not allow for the service levels required to run a full animal shelter at this time.

Other Taskforce recommendations have been modified and included in the Action Plan. For example, it was recommended that the City set up a donation reserve fund to support rescue activities. As the Animal Control Donation Reserve already exists, the recommendation has been modified to amend the eligible withdrawals to be more inclusive.

The full list of Taskforce recommendations and Administration's responses are included as an attachment to this report.

Action Plan

The following action plan is being recommended by Administration:

Priority 1 – Strategic Planning – Rebuilding and Strengthening Animal Services as a Core Municipal Function

Item Number	Recommendation/Action	Completion Timeline
1a	Set up ongoing communication structures – including a Partnership Table led by the City.	Short Term
1b	Undertake a public engagement/education campaign – highlight what we do and a rebrand away from “Pound.”	Short to Medium Term
1c	Revise by-laws, policies & procedures to reflect best practices.	Medium Term
1d	Launch microchip education and blitz programs (in partnership with vets, community partners, and other city services).	Long Term

Priority 2 - Building and Managing Sustainable Rescue Partnerships

Item Number	Recommendation/Action	Completion Timeline
2a	Modify the allowable withdrawals from the Animal Control Reserve to allow for any programs benefiting the health of animals in the City.	Short Term – Q1 2026
2b	Create an Adoption Pipeline to reduce animal length of stay – collaboration with community partners, adoption events/promotions, with Partnership Table.	Short Term
2c	Clear agreements with partners, outlining responsibilities, communication, and expectations.	Medium Term

Priority 3 - Staffing, Training, and Internal Structure

Item Number	Recommendation/Action	Completion Timeline
3a	Define job roles, mandates and authorities through joint meetings with Provincial Animal Welfare Services and Thunder Bay Police Service.	Short Term
3b	Implement ongoing training and retraining for Municipal Enforcement Officers and Animal Care Attendants for continuous service improvement.	Medium Term

Priority 4 - Securing Consistent and Accessible Veterinarian Care

Item Number	Recommendation/Action	Completion Timeline
4a	Veterinary services continue to be a challenge in the City. Continue work to engage long-term veterinary partners to offer spay and neuter services as well as emergency veterinary care.	Long Term

Priority 5 - Community Programs, Public Education and Outreach

Item Number	Recommendation/Action	Completion Timeline
5a	In response to misinformation and a lack of visible resources, launch public education campaigns – who to call, microchipping, spay/neuter, good pet ownership.	Medium Term
5b	Explore partnerships for mobile spay/neuter days with volunteer drivers in the absence of local availability.	Medium to Long Term
5c	Explore providing funding to a rescue for a TNR program	Long Term

Administration will provide status updates annually to City Council, or more frequently as appropriate.

Animal Control Donation Reserve

The City accepts donations for the benefit of the health and care of animals in the City of Thunder Bay. The Animal Control Donation Reserve was created to deposit these donations and use them for programming, however the withdrawals from this reserve are currently designated only for program costs associated with feral cat Trap, Neuter, and Return (TNR) programs. The City does not currently fund a TNR program.

Since 2020, there have been minimal donations received. The estimated uncommitted balance at the time of writing is \$144,700.

To more effectively support local rescues and foster partnerships, Administration is recommending an amendment to the withdrawals of the Animal Control Donation Reserve to allow withdrawals for programming for the health and care of animals in Thunder Bay.

This amendment does not exclude TNR programs from being funded, as they will remain eligible, but will provide other programs an opportunity to benefit from funding.

This recommendation will come to City Council in the Reserve and Reserve Fund Policy update in early 2026.

Improvements to Date

To date, Administration has implemented the following to alleviate gaps in animal well-being services in the City:

- Updated the online presence to include informational resources and a listing of found pets;
- Responding to at-large animal calls in accordance with the City's animal by-law;
- Created a Leadhand Animal Care Attendant position to foster relationships with community partners and establish a rehoming plan for every animal that is brought in;
- Added another Animal Care Attendant and modified shift schedules to 12-hours per day to provide more enrichment opportunities for the animals in care.

Changes to staffing levels were within the complement in the Licensing and Enforcement Division.

CONSULTATION

The Taskforce met three times throughout September 2025 to undertake a SWOT Analysis and provide recommended solutions for shared issues regarding animal well-being in the City of Thunder Bay.

Administration is committed to restoring relationships with community partners. Action Item 1a is to create a Partnership Table for ongoing communication and engagement with stakeholders.

FINANCIAL IMPLICATION

The immediate actions presented in the report do not have any overall financial implications as they can be implemented within the existing budget. Any additional requirements will be brought forward through the regular budget process.

BACKGROUND

Report 112-2025 – Update – Animal Services Review was presented on May 5, 2025 for information, providing an update on the review of Animal Services and actions taken to fill gaps identified by the community.

A memorandum dated November 18, 2024 from City Manager John Collin advised City Council that the Commissioner – Corporate Services Keri Greaves would explore the possibility of finding an independent, third-party subject matter expert to conduct a review of the City's animal services model and enhance communication to the public and stakeholders as to the City's role.

Report 149/2020 – Municipal By-law Enforcement was approved on December 14, 2020, providing Administration with the authority to continue to review and amend the organizational structure of Licensing & Enforcement Division, and to continue to advance partnerships with the non-profit and volunteer organizations in support of the welfare of animals.

In February 2014, City Council approved a shift from the “animal control” model to the “animal services” model whereby the City would be an active participant in providing “animal services” in conjunction with community partners.

REFERENCE MATERIAL ATTACHED

Attachment A – Animal Services Taskforce Recommendations and Responses

REPORT PREPARED BY

Kristyn Lovato-Day, Policy & Research Analyst – Corporate Services

REPORT SIGNED AND VERIFIED BY

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

12/08/2025 (MM/DD/YEAR)

Priorities	Actions	Recommended by Administration?	Explanation for Administration Response/Notes	Associated Action Item
Strategic Planning – Rebuilding and Strengthening Animal Services as a Core Municipal Function	Revise by-laws, policies and procedures.	Yes		1c
	Secure council commitment and dedicated funding.	-	Any further funding required will be brought to Council through the Budget process	-
	Public engagement campaign.	Yes	Educate on services provided. Also add a rebrand away from "pound"	1b
	Set up ongoing communication structures (e.g., “Partnership Table” meetings).	Yes	Partnership table meetings monthly or bi-monthly, coordinated by Leadhand	1a
	Create a Strategic Animal Services Advisory Committee (internal + external stakeholders).	Combine with above		1a
	Publish a 1-Year Action Plan with timelines, deliverables, KPIs.	Modified	Present Action Plan to Council (December report) with at least annual report backs	-
	Launch a microchip education + blitz program (partner with rescues, vet clinics, city events).	Yes		1d
Building and Managing Sustainable Rescue Partnerships	Develop and enforce rescue registration/licensing and foster standards.	No	Concern about overstepping on community partners' operations. Standards to be included in official contracts between City and community partners.	2c
	Clear agreements outlining responsibilities, communication expectations.	Yes		2c
	Create an Adoption Pipeline to reduce animal length of stay	Yes		2b
	Increase adoption/foster placement through collaboration with rescues, events and promotions.	Combine with above		2b
	Develop a Rescue Partner Toolkit: Includes agreement templates, care standards, training access.	No	This may be a collective effort discussed at the Partnership Table, but the City should not impose strict rules on partner non-profits	-
	Co-host quarterly Adoption + Education Events with rescue partners.	Yes	Once Partnership Table is arranged	2b
	Set up a donation reserve fund to support rescue activities (transparent, publicly reportable).	No - modified	Modify allowable withdrawals from the Animal Control Donation Reserve to include all programs for the benefit of animals	2a
Staffing, Training, and Internal Structure	Create role clarity - transition from MLEO to dedicated Animal Welfare Officers.	No	MLEOs currently have a structure where mainly Level II is responsible for animal calls; to revisit in the longer-term if model not working	-
	Define job roles, mandates, authority levels.	Yes	Joint meetings with Provincial Animal Welfare Services and Thunder Bay Police Service to align roles and authorities	3a
	First aid, handling, behavior, dispatch triage, biosecurity with ongoing recertification and best practice sharing.	yes	Licensing & Enforcement has implemented a training program and will implement ongoing training for continuous improvement	3b
	Partner with ACT Tactical, PAWS, Humane Canada for certification and online training.	Combine with above	To be researched	3b
	Implement monthly staff briefings and joint trainings with rescue partners.	Yes		1a
	Align bylaws to support animal welfare enforcement clearly and effectively.	Yes		1c

Priorities	Actions	Recommended by Administration?	Explanation for Administration Response/Notes	Associated Action Item
Securing Consistent and Accessible Veterinarian Care	Formal contracts with local clinics, locum programs, and mobile vet services.	Modified	Veterinarian shortage is a barrier. Administration to attempt to find long term veterinary partners; with the introduction of the vet school, this may become easier in the coming years.	4a
	Recruitment of vets and possible partnerships with veterinary school.			
	Explore grant opportunities (Humane Canada, provincial funds) and shared service models with HS and regional shelters.			
	Establish a standing contract or MOU with local vet(s) for spay/neuter and emergency services.			
	Launch a Vet Partnership Strategy with tiered services based on clinic capacity.			
Community Programs, Public Education and Outreach	Public education campaigns	Yes		5a & 1B
	"Who to call" education campaign.	Combine with above		5a & 1B
	Promote microchipping, TNR, spay/neuter.	Combine with above		5a & 1B
	Re-engage "Friends of the Animals" committee.	Yes		1a
	Leverage volunteers for transport, education, and foster support.	No	Could be considered in the long term for walking/adoptions, but currently the facility is not set up for this, and the animals tend to be more difficult to work with than in previous years (aggression).	-
	Partner with HS for mobile spay/neuter days with volunteer drivers.	Yes	Will discuss with Thunder Bay District Humane Society about a program	5b
	Develop a Feral Cat Program in partnership with certified TNR trainers.	No - modified	Fund a rescue to do TNR - vet capacity is a barrier	5c