



**City Council Meeting
Additional Information**

Tuesday, February 3, 2026, 6:30 p.m.

S.H. Blake Memorial Auditorium

Pages

5.	Minutes of Previous Special Committee of the Whole (Approval of the 2026 Operating Budget)	
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	The Minutes of the following Meeting of Special Committee of the Whole, be confirmed:	
	1. Special Committee of the Whole - Long Term Financial Overview held on January 22, 2026; (Distributed separately on Friday, January 30, 2026)	
	2. Special Committee of the Whole - Operating Budget Review held on January 26, 2026. (Distributed separately on Friday, January 30, 2026)	
7.	Consent Agenda	
7.3	Quality of Life Standing Committee Minutes	
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	Minutes from Quality of Life Standing Committee, held on January 27, 2026, for information. (Distributed separately on Friday, January 30, 2026)	
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recommending that Administration proceed with the implementation of a 311 service for the City of Thunder Bay in accordance with the Canadian N11 Notification & Implementation Guideline. **(Distributed separately on Friday, January 30, 2026)**

WITH RESPECT to Report 046-2026-City Manager's Office-Customer Service, we authorize Administration to proceed with the implementation of a 311 service for the City of Thunder Bay in accordance with the Canadian N11 Notification & Implementation Guideline;

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

11. New Business

*11.1 Establishment of Special Committee of the Whole - Closed Session - Tuesday, February 17, 2026

THAT a Special Committee of the Whole – Closed Session meeting be scheduled for Tuesday, February 17, 2026 at 5:00 p.m. in order to receive information pursuant to the Municipal Act (Section 239 (2)) relative to:

- (b) personal matters about an identifiable individual, including municipal or local board employees;
- (c) a proposed or pending acquisition or disposition of land by the municipality or local board;
- (j) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value;
- (k) a position, plan, procedure, criteria, or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.



Committee of the Whole – 2026 Proposed Operating Budget Meeting Minutes

Thursday, January 22, 2026, 6:33 p.m.

S.H. Blake Memorial Auditorium

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

Officials: Krista Power, Director-Legislative Services & City Clerk
John Collin, City Manager
Keri Greaves, Commissioner - Corporate Services & City Treasurer
Andrea Morrison, Director-Finance
Tafadzwa Mukubvu, Manager – Budgets & Financial Planning
Kristin Lovato-Day, Policy & Research Analyst
Katie Piché, Council & Committee Clerk

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

Long Range Financial Plan and Long Term Financial Overview
Chair: Councillor Mark Bentz

Committee of the Whole - 2026 Proposed Operating Budget –
Thursday, January 22, 2026

2. Land Acknowledgement

Councillor Mark Bentz provided a land acknowledgement.

3. Disclosures of Interest

4. Confirmation of Agenda

MOVED BY: Councillor Albert Aiello

SECONDED BY: Councillor Trevor Giertuga

WITH RESPECT to the January 22, 2026 Special Committee of the Whole - 2026 Operating Budget meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

5. Reports of Municipal Officers

5.1 Long Range Financial Plan

At the December 9, 2025 Finance and Administration Standing Committee meeting, Report 354-2025 Corporate Services - Finance was presented and a resolution was passed deferring the report to the January 22, 2026 Special Committee of the Whole-2026 Proposed Operating Budget meeting.

Report 006-2026-Corporate Services-Finance recommending that the Long-Range Financial Plan be adopted.

MOVED BY: Councillor Brian Hamilton

SECONDED BY: Councillor Greg Johnsen

WITH RESPECT to Report 006-2026-Corporate Services we recommend that the Long-Range Financial Plan be adopted as presented;

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

CARRIED

Committee of the Whole - 2026 Proposed Operating Budget –
Thursday, January 22, 2026

A revote was requested.

MOVED BY: Councillor Brian Hamilton
SECONDED BY: Councillor Greg Johnsen

WITH RESPECT to Report 006-2026-Corporate Services we recommend
that the Long-Range Financial Plan be adopted as presented;

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

CARRIED

6. Long Term Financial Overview

PowerPoint presentation relative to the Long Term Financial Overview was
distributed separately on Thursday, January 22, 2026.

Commissioner-Corporate Services and City Treasurer Keri Greaves provided a
PowerPoint presentation and responded to questions.

7. Adjournment

The meeting adjourned at 8:33 p.m.



Committee of the Whole – 2026 Proposed Operating Budget Meeting Minutes

Monday, January 26, 2026, 5:03 p.m.

S.H. Blake Memorial Auditorium

Present:

Mayor Ken Boshcoff
Councillor Rajni Agarwal
Councillor Albert Aiello
Councillor Mark Bentz
Councillor Kasey Etreni
Councillor Andrew Foulds
Councillor Trevor Giertuga
Councillor Brian Hamilton
Councillor Greg Johnsen
Councillor Kristen Oliver
Councillor Dominic Pasqualino
Councillor Michael Zussino

Officials:

Krista Power, Director - Legislative Services & City Clerk
John Collin, City Manager
Patty Robinet, City Solicitor
Kayla Dixon, Commissioner - Infrastructure & Operations
Keri Greaves, Commissioner - Corporate Services & City Treasurer
Kerri Marshall, Commissioner - Growth
Kelly Robertson, Commissioner - Community Services
Cynthia Olsen, Director - Strategy & Engagement
Kerri Bernardi, Acting Director - Human Resources
Dana Earle, Director – Customer Service
Andrea Morrison, Director – Finance
Joel DePeuter, Director – Development Services
Leah Prentice, Director – Recreation & Culture
Shane Muir, Chief of EMS

Committee of the Whole-2026 Proposed Operating Budget –
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Brad Loroff, Manager – Transit
Franco Marchese, Manager – Facilities Services
Chantal Harris, Manager – Revenue
Michelle Williams, Manager - Communications & Public Relations
Tafadzwa Mukubvu, Manager – Budgets & Financial Planning
Sean Malcolm, Acting Manager – Fleet Services
Jonathan Paske, Supervisor – Municipal Parking Services
Kristin Lovato-Day, Policy & Research Analyst
Rachel Labate, Accountant – Revenue
Katie Piché, Council & Committee Clerk

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

Chair: Councillor Mark Bentz

2. Land Acknowledgement

Councillor Trevor Giertuga provided a land acknowledgement.

3. Disclosures of Interest

4. Confirmation of Agenda

MOVED BY: Mayor Ken Boshcoff
SECONDED BY: Councillor Brian Hamilton

WITH RESPECT to the January 26, 2026 Special Committee of the Whole - 2026 Proposed Operating Budget meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

5. Reports of Municipal Officers

5.1 2026 Proposed Operating Budget

Report 001-2026-Corporate Services-Finance recommending that the proposed 2026 Operating Budget for tax and rate-supported operations be approved as outlined in this Report.

Committee of the Whole-2026 Proposed Operating Budget –
Monday, January 26, 2026

MOVED BY: Councillor Andrew Foulds
SECONDED BY: Councillor Kristen Oliver

WITH RESPECT to Report 001-2026-Corporate Services-Finance, we recommend that the proposed 2026 Operating Budget for tax and rate-supported operations be approved as outlined in this Report;

AND THAT the 2026 Tax-Supported Operating Budget of \$412,198,500 be approved as outlined in this Report;

AND THAT the 2026 Municipal Taxes raised to support the Tax-Supported Operating Budget, including Assessment Growth, be approved at \$228,484,400 as outlined in this Report;

AND THAT when combined, the total 2026 Municipal Taxes to be raised to support the Tax-Supported Operating and Capital Budget, including Assessment Growth, be approved at \$251,527,800 as outlined in this Report;

AND THAT with respect to the Tax-Supported Operating Budget, contributions to reserves and reserve funds from operations totalling up to \$13,491,200 and transfers from reserves and reserve funds totalling up to \$3,002,600 be approved as outlined in this Report;

AND THAT the Victoria Avenue Business Improvement Area levy of \$71,700 be approved;

AND THAT the Waterfront District Business Improvement Area levy of \$120,400 be approved;

AND THAT the 2026 Solid Waste (Landfill) Operating Budget be approved at \$4,417,900 gross expenditure and \$2,570,400 net income, with a contribution to the Solid Waste – Landfill Reserve Fund to result in \$0 net income;

AND THAT the 2026 Waterworks Operating Budget be approved at \$27,545,300 gross expenditure and \$10,797,300 net income, with a contribution to the Waterworks Reserve Fund to result in \$0 net income;

AND THAT the 2026 Wastewater (Sewer) Operating Budget be approved at \$22,655,300 gross expenditure and \$7,300,100 net income, with a contribution to the Wastewater Reserve Fund to result in \$0 net income;

AND THAT the 2026 Prince Arthur's Landing – Boater Services Operating Budget be approved at \$483,700 gross expenditure and \$221,900 net

Committee of the Whole-2026 Proposed Operating Budget –
Monday, January 26, 2026

income, with a contribution to the Boater Services Capital Reserve Fund to result in \$0 net income;

AND THAT the 2026 Parking Operating Budget be approved at \$2,799,600 gross expenditure and \$0 net income;

AND THAT the User Fees as outlined in Appendix 4 of the Proposed 2026 Operating Budget be approved effective April 1, 2026;

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

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

6. Budget Summaries

6.1 City Council

6.2 City Manager's Office

6.2.1 Amendment - FTE Adjustment - Human Resources

Memorandum from Commissioner-Corporate Services and City Treasurer Keri Greaves, dated January 26, 2026, containing a recommendation relative to an FTE adjustment for Human Resources was distributed separately on Friday, January 23, 2026.

MOVED BY: Mayor Ken Boshcoff

SECONDED BY: Councillor Andrew Foulds

WITH RESPECT to the Memorandum from Keri Greaves, Commissioner – Corporate Services & City Treasurer, dated January 20, 2026, we recommend that 2 full-time equivalent staff positions be added to the Human Resources Division budget with no additional financial impact;

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

CARRIED

6.3 Corporate Services

6.4 Recess

MOVED BY: Councillor Andrew Foulds
SECONDED BY: Mayor Ken Boshcoff

THAT the Committee of the Whole meeting recess until called to order by the Chair.

CARRIED

6.5 Community Services

6.5.1 Amendment - 2026 User Fees Adjustment

Memorandum from Commissioner-Corporate Services and City Treasurer Keri Greaves, dated January 15, 2026, containing a recommendation relative to 2026 User Fee Adjustments was distributed separately on Wednesday, January 21, 2026.

MOVED BY: Mayor Ken Boshcoff
SECONDED BY: Councillor Kristen Oliver

WITH RESPECT to the Memorandum from Keri Greaves, Commissioner – Corporate Services & City Treasurer, dated January 15, 2026, we recommend that the updated proposed user fees be approved as provided in Revised Schedule E, Revised Schedule I, and Revised Schedule P;

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

CARRIED

6.6 Growth

6.6.1 Recess

During the Growth Budget Summary overview, due to technical difficulties, the following resolution was passed:

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

WITH RESPECT to the January 26, 2026 Committee of the Whole meeting and due to technical difficulties with Microsoft Teams, we recommend that the meeting be recessed at 8:13 p.m.

CARRIED

At 8:18 p.m. Committee of the Whole reconvened.

The Growth Budget overview continued.

7. Recess

MOVED BY: Councillor Dominic Pasqualino
SECONDED BY: Councillor Albert Aiello

THAT Committee of the Whole-2026 Proposed Operating Budget meeting recess at 8:46 p.m. until Wednesday, January 28, 2026 at 5:00 p.m.

CARRIED



Quality of Life Standing Committee Meeting Minutes

Tuesday, January 27, 2026, 4:31 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
Brendan Hardick, Solicitor II
Kayla Dixon, Commissioner - Infrastructure & Operations
Keri Greaves, Commissioner - Corporate Services & City Treasurer
Kerri Marshall, Commissioner - Growth
Kelly Robertson, Commissioner - Community Services
Dana Earle, Director – Customer Service
Cynthia Olsen, Director - Strategy & Engagement
Dave Paxton, Fire Chief
Dave Tarini, Deputy Fire Chief
Kieran McMonagle, Manager – Indigenous Relations
Danielle Slongo, Climate Action Specialist
Yvonne Opoku, Council & Committee Clerk
Flo-Ann Track, Council & Committee Clerk

1. **Quality of Life Standing Committee in the S.H. Blake Memorial Auditorium (Council Chambers)**

Chair: Councillor Kristen Oliver

2. Land Acknowledgement

Councillor Shelby Ch'ng provided a land acknowledgement.

3. Disclosures of Interest

Councillor Kristen Oliver declared a conflict with respect to Report 011-2026-Growth-Strategy & Engagement, Community Efficiency Financing Design Study as their employer delivers funding to support program delivery.

4. Confirmation of Agenda

MOVED BY: Mayor Ken Boshcoff

SECONDED BY: Councillor Andrew Foulds

WITH RESPECT to the January 27, 2026 Quality of Life Standing Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

5. Deputations

5.1 HART Hub

Correspondence received on January 6, 2026 from Ashley McEwan - Norwest Community Health Centres, requesting to provide a deputation relative to the Thunder Bay HART Hub.

CEO, NorWest Community Health Centres Juanita Lawson and Director, Mental Health & Substance Use Programs Brittany D'Angelo appeared before Committee, provided a PowerPoint Presentation, and responded to questions.

6. Minutes of Previous Meetings

6.1 Quality of Life Standing Committee Minutes

Minutes from the Quality of Life Standing Committee, held on December 16, 2025, for information.

7. Reports of Administration

7.1 311 Implementation

Report 045-2026-City Manager's Office-Customer Service providing information relating to the implementation of a 311 service for the City of Thunder Bay in accordance with the Canadian N11 Notification & Implementation Guideline and requesting endorsement of the Quality of Life Standing Committee to forward the recommendation to City Council for approval.

MOVED BY: Councillor Shelby Ch'ng

SECONDED BY: Councillor Andrew Foulds

WITH RESPECT to Report 045-2026-City Manager's Office-Customer Service Division, we request endorsement of the Standing Committee to forward the following recommendation to City Council:

WE RECOMMEND THAT Administration be authorized to proceed with the implementation of a 311 service for the City of Thunder Bay in accordance with the Canadian N11 Notification & Implementation Guideline;

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

CARRIED

7.2 Community Efficiency Financing Design Study

Report 044-2026-Growth-Strategy & Engagement requesting feedback and endorsement from the Quality of Life Standing Committee on a Home Efficiency Improvement Loan Program, as outlined in the Community Efficiency Financing Design Study.

At the request of the Chair, Councillor Shelby Ch'ng assumed the Chair.

Councillor Kristen Oliver declared a conflict and refrained from discussing or voting on the following resolution.

Climate Action Specialist Danielle Slongo appeared before Committee, provided a PowerPoint Presentation, and responded to questions.

Senior Consultant - Dunskey Energy Climate Advisors Janice Ashworth appeared before Committee via MS Teams and responded to questions.

MOVED BY: Councillor Andrew Foulds
SECONDED BY: Mayor Ken Boshcoff

WITH RESPECT to Report 044-2026-Growth-Strategy & Engagement, we request endorsement from the Standing Committee to forward the following recommendation to City Council:

WE RECOMMEND THAT Administration be directed to pursue funding to support the creation of a Home Energy Improvement Loan Program in the City of Thunder Bay;

AND THAT the City continue to explore opportunities to collaborate on a regional third-party financing program with other municipalities in Northern Ontario;

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

CARRIED

7.3 2025 Indigenous Relations Annual Report

Report 070-2026- Growth-Strategy & Engagement providing an annual update on Indigenous Relation activities and outcomes, including progress on the Seven Youth Inquest recommendations, for information.

Councillor Kristen Oliver resumed the Chair.

Manager, Indigenous Relations Kieran McMonagle appeared before Committee, provided a PowerPoint Presentation, and responded to questions.

7.4 Revised Emergency Response Plan

Report 025-2026-Infrastructure & Operations-Thunder Bay Fire Rescue was distributed separately on Thursday, January 22, 2026.

The Deputy City Clerk advised that Report 025-2026-Infrastructure & Operations has been withdrawn from the agenda by Administration, to be re-scheduled at a future date.

7.5 Thunder Bay Fire Rescue Establishing and Regulating By-law Report

Report 025-2026-Infrastructure & Operations-Thunder Bay Fire Rescue seeking endorsement of the updated Thunder Bay Fire Rescue Establishing and Regulating

Quality of Life Standing Committee

Tuesday, January 27, 2026

By-law which aligns with legislation, operational practices and Council approved service levels. Distributed separately on Thursday, January 22, 2026.

MOVED BY: Councillor Shelby Ch'ng

SECONDED BY: Councillor Andrew Foulds

WITH RESPECT to Report 027-2026-Infrastructure & Operations-Thunder Bay Fire Rescue, we request endorsement of the Quality of Life Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT City Council approve the Draft Thunder Bay Fire Rescue Establishing and Regulating By-law as attached to this report (Attachment A) to establish and regulate the Fire Department, its mandated services, authority structure, and fees for additional emergency services;

AND THAT By-law 50-1984, as amended be repealed;

AND THAT Chapter 890, titled Fire Service – Regulation of the City of Thunder Bay Municipal Code be repealed;

AND THAT City Council enacts the new Thunder Bay Fire Rescue Establishing and Regulating By-law;

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

CARRIED

8. Adjournment

The meeting adjourned at 6:02 p.m.



Growth Standing Committee Meeting Minutes

Tuesday, January 27, 2026, 7:00 p.m.

S.H. Blake Memorial Auditorium

Present: Mayor Ken Boshcoff
Councillor Rajni Agarwal
Councillor Kasey Etreni
Councillor Trevor Giertuga
Councillor Dominic Pasqualino

Officials: Jeff Walters, Deputy City Clerk
John Collin, City Manager
Cynthia Cline, Deputy City Solicitor
Kayla Dixon, Commissioner - Infrastructure & Operations
Keri Greaves, Commissioner - Corporate Services & City
Treasurer
Kerri Marshall, Commissioner - Growth
Kelly Robertson, Commissioner - Community Services
Joel DePeuter, Director – Development Services
Flo-Ann Track, Council & Committee Clerk

1. Growth Standing Committee in the S.H. Blake Memorial Auditorium (Council Chambers)

Chair: Councillor Trevor Giertuga

2. Land Acknowledgement

Councillor Dominic Pasqualino provided a land acknowledgement.

3. Disclosures of Interest

4. Confirmation of Agenda

MOVED BY: Councillor Dominic Pasqualino
SECONDED BY: Councillor Rajni Agarwal

WITH RESPECT to the January 27, 2026 Growth Standing Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

5. Presentations

5.1 2025 Development Highlights

Director, Development Services Joel DePeuter appeared before Committee, provided a PowerPoint Presentation, and responded to questions.

6. Minutes of Previous Meetings

6.1 Growth Standing Committee Minutes

Minutes from the Growth Standing Committee, held on December 1, 2025, for information.

7. Petitions and Communications

7.1 Pool 6 Visioning

Memorandum dated January 19, 2026 from Brent Bigford, Acting Project Manager - Growth-Development Services-Planning Services providing an update on the Visioning of the Pool 6 Lands.

Director, Development Services Joel DePeuter appeared before Committee, provided a PowerPoint Presentation, and responded to questions.

Architect, Cal Brook - Brook McIlroy (BMc) appeared before Committee via MS Teams, and responded to questions.

8. Adjournment

The meeting adjourned at 7:40 p.m.



City Council Report

REPORT NUMBER 046-2026-City Manager's Office-Customer Service Division

DATE

PREPARED December 18, 2025

FILE

CITY COUNCIL February 3, 2026

MEETING DATE

SUBJECT 311 Implementation Authorization

RECOMMENDATION TO CITY COUNCIL

WITH RESPECT to Report 046-2026-City Manager's Office-Customer Service Division, we authorize Administration to proceed with the implementation of a 311 service for the City of Thunder Bay in accordance with the Canadian N11 Notification & Implementation Guideline;

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

EXECUTIVE SUMMARY

The purpose of this report is to seek City Council authorization to proceed with the implementation of 311 as the dedicated non-emergency telephone number for municipal services.

311 is a nationally recognized service, approved by the Canadian Radio-television and Telecommunications Commission (CRTC) under Telecom Decision 2004-71, that provides residents and businesses with a simple, easy-to-remember point of access to non-emergency municipal information and services. Implementation of 311 is governed by the Canadian N11 Notification & Implementation Guideline, which requires formal authorization by the municipal governing body prior to issuance of an implementation notice and coordination with Telecommunications Service Providers (TSPs).

The City's proposed 311 service will be delivered through the City's new centralized Customer Service Division, scheduled to launch in December 2026. The 311 service will provide centralized intake, triage, and resolution of non-emergency service requests, improve consistency of service delivery, enhance accountability, and support improved customer experience across telephone, in-person, and digital channels.

Subject to City Council approval, Administration will issue a 311 Implementation Notice and Plan to the Canadian Numbering Administrator and all TSPs operating in the proposed service area in accordance with national guidelines.

Council authorization at this stage is to permit the City to act as the N11 Service Provider for 311 within the City of Thunder Bay and to issue the required Implementation Notice.

DISCUSSION

Regulatory and Governance Requirements

Implementation of 311 is subject to the CRTC, its decisions and guidelines, including the Canadian N11 Notification & Implementation Guideline. The Guideline requires evidence of authorization from impacted regional governments, meaning jurisdictions that will receive 311 call routing or be operationally affected by the proposed service area or routing design.

The Guideline requires that the municipality, as the N11 Service Provider:

- obtain formal authorization from City Council;
- notify and consult with all TSPs operating in the proposed service area;
- provide an approved 311 Implementation Notice and supporting documentation to the Canadian Numbering Administrator; and
- develop a detailed 311 Implementation Plan in collaboration with participating TSPs.

Council approval is therefore a mandatory prerequisite to proceeding with implementation of 311.

Service Delivery Model

311 will function as the primary telephone 'front-door' for non-emergency municipal services and information. Calls will be handled by trained Customer Service Representatives within the City's centralized Customer Service Division using standardized service inventories, workflows, and escalation protocols. Emergency calls will continue to be handled through 911 and will not be replaced by 311.

Service Area and Call Routing

The proposed 311 service area is limited to the municipal boundary of the City of Thunder Bay. The City will act solely as the N11 Service Provider for services delivered within its jurisdiction.

Administration recognizes that telecommunications exchange boundaries and wireless service areas may extend beyond municipal boundaries. These overlaps do not constitute an

extension of 311 service into neighbouring municipalities and do not create a service obligation beyond the City's jurisdiction.

Consistent with Telecom Decision CRTC 2004-71, call routing will be based on existing exchange boundaries. Where misdirected calls originate outside the City's jurisdiction due to exchange boundary limitations, operational protocols will be applied to redirect callers appropriately without assuming service responsibility or cost liability.

Alignment with Corporate Initiatives

The implementation of 311 is a foundational component of the City's broader customer service modernization initiative and directly supports the launch of the Customer Service Division. It complements ongoing work related to service inventory development, service standards, customer relationship management (CRM) procurement, and multi-channel service delivery.

N11 Notification and Implementation Process

Subject to City Council approval, Administration will undertake the following consultation activities in accordance with the Canadian N11 Notification & Implementation Guideline:

- formal notification to the Canadian Numbering Administrator and all Telecommunications Service Providers operating in the proposed service area;
- participation in an initial implementation conference call with TSPs to establish an N11 Implementation Planning Committee; and
- ongoing coordination meetings to finalize the 311 Implementation Plan, testing, and launch activities.

Notice of the City's intention to implement 311 services will be provided to neighbouring municipalities (Shuniah, Neebing and Oliver Paipoonge) and Fort William First Nation.

Public communication and awareness activities will be developed and implemented closer to the public launch date to ensure residents understand the purpose and appropriate use of 311.

CONSULTATION

Report 45-2026-City Manager's Office-Customer Service was presented to the Standing Committee – Quality of Life on January 27, 2026. At Standing Committee, there was discussion relative to implementation costs, access and service delivery models.

All costs related to routing requirements of the telephone service providers shall be borne by those providers as per CRTC Telecom Decision 2004-71. Costs related to set-up within the

Division have been included in the 2026 operating budget. While 311 will be available by landline or mobile phone within city limits, a non-local number will be available for anyone requiring the service who are beyond city limits. Lastly, service delivery models for the centralized Customer Service Division are under development as part of the broader implementation work. Details will be brought forward to Council at the appropriate time once decisions have been finalized.

Standing Committee endorsed the recommendation as presented. The recommendation is now presented to City Council for approval.

FINANCIAL IMPLICATION

There are no immediate financial impacts associated with the issuance of the 311 Implementation Notice or the authorization requested through this report.

Under CRTC Telecom Decision 2004-71, Telecommunications Service Providers are responsible for the incremental costs associated with basic switch modifications and network changes required to implement 311. Any costs associated with special routing arrangements, should they be requested, would be subject to negotiation. None are planned at this time.

Operational costs related to staffing, systems, public awareness, and ongoing service delivery for 311 are being addressed through the Customer Service Division implementation and included in the 2026 and 2027 Operating Budgets for Council's consideration.

BACKGROUND

In November 2004, the CRTC approved 311 as the national non-emergency number for municipal government services. Since that time, municipalities across Canada, including several Ontario municipalities, have implemented 311 to improve access to services and streamline customer contact.

The City of Thunder Bay is establishing a centralized Customer Service Division to modernize how residents and businesses interact with municipal services. The introduction of 311 is a critical enabling component of this model and supports the City's objectives of improving accessibility, consistency, and service quality.

The Canadian N11 Notification & Implementation Guideline establishes a structured process for 311 implementation, including mandatory Council authorization, formal notification, and coordinated planning with TSPs. This report fulfills the governance requirement necessary to advance the City's 311 implementation in compliance with national standards.

REFERENCE MATERIAL ATTACHED

None.

REPORT PREPARED BY

Dana Earle, Director – Customer Service (project implementation)

REPORT SIGNED AND VERIFIED BY

John Collin, City Manager

01/29/2026 (MM/DD/YEAR)