



**Quality of Life Standing Committee Meeting
Agenda**

**Tuesday, February 10, 2026, 7:00 p.m.
S.H. Blake Memorial Auditorium**

	Pages
1. Quality of Life Standing Committee in the S.H. Blake Memorial Auditorium (Council Chambers) at 7:00 p.m. Chair: Councillor Kristen Oliver	
2. Land Acknowledgement A Member of Council will provide a land acknowledgement.	
3. Disclosures of Interest	
4. Confirmation of Agenda WITH RESPECT to the Tuesday, February 10, 2026 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 Poverty Reduction Marie Klassen, Executive Director and Bonnie Kryswaty, Director of Community Projects and Initiatives, will provide a presentation on behalf of the Lakehead Social Planning Council.	
5.2 Track My Plow Feature Ian Spoljarich, Manager - Roads to provide a presentation.	
6. Minutes of Previous Meetings Minutes of Quality of Life Standing Committee, held on Tuesday, January 27, 2026, for information.	4 - 8
7. Reports of Administration	
7.1 Guiding Criteria for Designated Encampment Sites Report 47-2026 - Growth-Strategy & Engagement seeking feedback from the Quality of Life Standing Committee on guiding criteria for identifying designated encampment sites, and to request support for proceeding	9 - 16

with site identification and the next phase of consultation.

Rilee Willianen, Supervisor - Encampment Response will provide a presentation.

7.2 Declaring a Humanitarian Crisis on Homelessness

Report 98-2026 - Growth - Strategy & Engagement. **(Distributed Separately)**

7.3 Transit Service Adjustments

17 - 23

Report 78-2026 - Community Services - Transit Services seeking endorsement from the Quality of Life Standing Committee to temporarily reduce transit service levels given staffing challenges to better manage passenger expectations, help provide a more consistent and predictable service, and achieve improved system reliability.

WITH RESPECT to Report 78-2026-Community Services-Transit Services, we request endorsement of the Quality of Life Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT Administration move forward with implementing temporary schedule changes across various conventional transit routes starting May 10, 2026;

AND THAT Administration monitor staffing levels and incrementally increase conventional and specialized transit service levels over the summer and fall when and where feasible;

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

7.4 Net Zero Strategy Update 2023-2024

24 - 43

Report 32-2026- Growth- Strategy & Engagement providing an update on the third and fourth years of implementation of Climate-Forward City: Thunder Bay Net-Zero Strategy, for information only.

7.5 Climate Adaptation Update 2025

Report 43-2026 - Infrastructure & Operations - Engineering. **(Distributed Separately)**

Jacob Porter, Climate Adaptation Coordinator will provide a presentation.

8. New Business

9. Adjournment



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

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.

Standing Committee Report

REPORT NUMBER 047-2026-Growth-Strategy & Engagement		
DATE		
PREPARED	January 12, 2026	FILE
STANDING		
COMMITTEE	February 10, 2026	
MEETING DATE		
SUBJECT	Guiding Criteria for Designated Encampment Sites	

PURPOSE

The purpose of this report is to seek feedback from the Quality of Life Standing Committee on guiding criteria for identifying designated encampment sites, and to request support for proceeding with site identification and the next phase of consultation.

EXECUTIVE SUMMARY

As part of implementing the City's [10-Part Enhanced Encampment Response Plan](#), Administration is advancing work to identify potential designated encampment sites, building on the Distance Guidelines (Attachment A – 2024 Approved Distance Guidelines) approved by Council in 2024.

While the Distance Guidelines remain an important tool, distance compliance does not always reflect operational, safety, environmental, or service-delivery considerations. Pairing distance-based screening with clearly identified designated sites provides greater clarity and predictability for encampment residents, service providers, and the broader community.

This report presents guiding criteria and seeks feedback from the Quality of Life Standing Committee. No specific sites are identified or recommended at this time.

Subject to feedback, the guiding criteria will be applied to identify potential locations, undertake site-specific community and stakeholder engagement, and report back to the Standing Committee with consultation results and up to three recommended designated encampment sites for endorsement to City Council.

KEY CONSIDERATIONS

Implementation Context

In April 2024, Council considered the feasibility of designated and sanctioned encampments through [Corporate Report 137-2024 – Response to Unsheltered Homelessness: Feasibility of Designated/Supported Encampments](#). Council endorsed a designated encampment approach, as it is more feasible and better aligned with municipal responsibilities and fiscal capacity.

While specific locations for designated encampments were not identified, Council approved a set of Distance Guidelines to operationalize this approach. Since implementation, this approach has demonstrated value by providing a consistent basis for evaluating site compliance, and guiding conversations with encampment residents, community partners, and the broader community. At the same time, operational experience has highlighted the need to supplement distance-based screening with additional criteria to address service delivery, safety, environmental, and overall site suitability considerations.

This report responds to *Item 5 – Identify options for designated encampment locations within Urban Cores* of the City's [10-Part Enhanced Encampment Action Plan](#). Specifically, the Action Plan (the Plan) states:

In collaboration with community partners, people with lived and living experience, and Indigenous leaders and representative organizations, and in accordance with the Distance Guidelines, up to three designated encampment areas with essential services are identified, reducing the strain on community partners and Administration, and leading to improved outcomes for encampment residents (pg. 5).

As per the Plan, and based on projected need, three designated encampment sites will be located as follows:

- A minimum of two sites located within Urban Cores (one in the North Core and one in the South Core).
- A third site that may be located outside the Urban Cores, but not in a rural area, due to service delivery, accessibility, and operational constraints.

Guiding Criteria for Designated Encampment Sites

In addition to the City's existing Distance Guidelines, the following guiding criteria will be used to inform the identification of potential designated encampment sites, recognizing that not all criteria may be applicable or achievable in every location.

- **Minimum site size:** Ideally, at least one usable acre to allow for appropriate spacing, safety requirements, and access for services and emergency response.

- **Established use:** Preference for locations with encampment activity to avoid introducing encampments into new areas.
- **Emergency and operational access:** Adequate access for emergency responders, sanitation and garbage services, outreach vehicles, and snow clearing operations.
- **Land-use compatibility:** Exclusion of spaces with regular permitted, programmed, or revenue-generating uses, including parks with active City-led or contracted programming.
- **Proximity to services:** Reasonable walking distance (approximately 1.5 km or less) to public transportation or essential health and social services.
- **Service feasibility:** Ability to provide and maintain basic services such as portable toilets and regular servicing, garbage collection, potable water access, and outreach support.
- **Year-round operability:** Sites should be capable of operating safely in all seasons, including winter conditions.
- **Accessibility:** A minimum of two sites should reasonably support accessibility considerations such as the presence of gravel or paved surfaces, recognizing that full accessibility may not be achievable in all locations.

The guiding criteria were developed through a community safety and well-being lens, with the intent of balancing the safety and dignity of encampment residents with the safety of service providers, emergency responders, and the broader community.

Emerging Trends

Historically, camping trailers and vehicle-based living have been limited within the community. More recently, however, Administration has observed a noticeable increase in individuals sheltering in vehicles and trailers. While the three designated encampment sites are intended to address tent-based encampments, Administration recognizes that vehicle-based living presents distinct spatial, safety, and servicing considerations.

As such, there may be a future need to explore a designated location specifically suited to vehicle-based sheltering. Administration will continue to monitor trends and operational pressures and will report back to Council should this additional need arise. This report does not seek approval for an additional site. Any future recommendations related to vehicle-based living would be brought forward separately for Council's consideration.

Next Steps

After receiving the Quality of Life Standing Committee's feedback on the guiding criteria for designated encampment sites, Administration will identify potential options and undertake site-specific consultation with additional stakeholders, including but not limited to, the business community and representative organizations, and the broader public.

Consultation results, along with three recommended designated encampment sites, will be presented to the Quality of Life Standing Committee on March 10, 2026, for feedback and endorsement, before being presented to City Council for its consideration.

This timeline is informed by the anticipated conclusion of overflow winter shelter capacity on April 30, 2026. Confirming designated encampment sites in advance of this date will support proactive communication with individuals experiencing homelessness and enable coordinated planning among service providers and partner organizations.

CONSULTATION

The proposed guiding criteria for designated encampment sites are partly informed by previous consultation results on the feasibility of sanctioned and designated encampments as described in [Corporate Report 137-2024](#). Several consistent themes shape the guiding criteria, including:

- The importance of proximity to services and public transportation;
- The need for basic infrastructure such as sanitation, garbage collection, and outreach access;
- Strong disagreement with the use of parks with active programming or other heavily used public spaces; and
- The importance of safety, dignity, and manageable site size.

In alignment with the *Enhanced Encampment Response Plan*'s direction to collaborate with community partners, people with lived and living experience, and Indigenous leaders and representative organizations on designated sites, Administration engaged with the stakeholders below in December 2025:

- Indigenous leaders and representative organizations;
- Service providers working directly with people living in encampments;
- Front-line workers participating in the local Outreach Workers Network; and
- People with lived and living experience of encampments.

Feedback through these consultation efforts has broadly supported the guiding criteria identified in this report, particularly the emphasis on safety, emergency response and service access, and limits on site size and number of individuals.

Comprehensive consultation results, including feedback gathered in December 2025 and additional feedback gathered from site-specific consultations, will be presented to the Quality of Life Standing Committee on March 10, 2026.

FINANCIAL IMPLICATION

Designated encampment sites can be implemented within existing resources; however, achieving voluntary uptake may require additional investments to support site safety and functionality, and responsiveness to resident needs. Should such enhancements be identified, Administration will report back to Council with options and seek direction.

BACKGROUND

October 21, 2024, Corporate Report 384-2024 from C. Olsen, Director Strategy & Engagement was represented and recommended that the Human Rights-Based Community Action Plan be approved, and that a copy of the resolution be sent to the Office of the Federal Housing Advocate, and provincial and federal members of parliament.

October 7, 2024, Corporate Report 384-2024 from C. Olsen, Director Strategy & Engagement was presented as a first report and proposed an enhanced encampment response through a ten-part Human Rights-Based Community Action Plan.

August 12, 2024, Corporate Report 312-2024 from R. Willianen, Policy & Research Analyst and C. Olsen, Director Strategy & Engagement was presented and recommended to Council that the encampment distance guidelines for trails, sidewalks, parking lots and bridges remain at 5 metres, and that they be included in the overall Distance Guidelines that were approved and ratified on July 15, 2024.

July 15, 2024, Memorandum dated July 5, 2024, from C. Olsen, Director Strategy & Engagement was presented and proposed amended distance guidelines to include 20 metres away from private non-residential property and 5 metres away from rivers and railway tracks as they were not originally reflected. The final recommendation as presented in the memorandum was approved and ratified.

June 24, 2024, Corporate Report 252-2024 from R. Willianen, Policy & Research Analyst and C. Olsen, Director Strategy & Engagement was presented to Committee of the Whole and provided recommendations related to adopting distance guidelines, and advocacy items to other orders of government related to encampments and unsheltered homelessness.

May 6, 2024, Council directed that the City conduct an environmental scan of municipal approaches to designated and sanctioned sites, undertake an assessment of recommendations to municipalities by the Office of the Federal Housing Advocate, update the Encampment Response Protocol, further define designated encampments for the City, and continue to coordinate a human-rights based encampment response.

April 22, 2024, Corporate Report 137-2024 from C. Olsen, Director – Strategy & Engagement and R. Willianen, Policy & Research Analyst, was presented to Committee

of the Whole and provided an update on the feasibility of designated encampment locations, including community consultation results.

REFERENCE MATERIAL ATTACHED

Attachment A – 2024 Approved Distance Guidelines

REPORT PREPARED BY

Rilee Willianen, Supervisor of Encampment Response – Growth

REPORT SIGNED AND VERIFIED BY

Kerri Marshall, Commissioner - Growth

Date (01/30/2026)

Distance Guidelines

An encampment, defined as locations where one or more people live in an unsheltered area in temporary structures, are not to be located:

- On or within 100 metres of a school, or licensed children daycare centre.
- On or within 100 metres of a playground, pool, or splash pad.
- On or within 50 metres of any lake, beach, pond, or boat launch.
- On or within 50 metres of any actively programmed park, active sports field, inclusive of but not limited to, skateboard parks, fitness amenities, hockey rinks/arenas, golf courses, ball diamonds, soccer pitches, tennis courts, or any other sports or multi-use courts, as well as stadiums, dugouts, stages, and bleachers.
- On or within 20 metres of a highway.
- On or within 20 metres of any private property line (includes private residential and private non-residential).
- On or within 10 metres of any public transit stop or any formally designated heritage properties.
- On or within 5 metres of any trail, sidewalk, or parking lot or on or under any bridge, including pedestrian access points to such areas and structures.
- On or within 5 meters of any cemetery, including its roads, lanes and paths for travel within the cemetery.
- On or within 5 metres of any off-leash dog area.
- On or within 5 metres of any community garden and including any garden shed or greenhouse.
- On or within 5 metres of any designated fire route, or the entrance to or exit from a designated fire route or located so as not to block any fire hydrant.
- On or within 5 metres of any accessibility entrance or ramp or located in a way that blocks access to such entrances or ramps.
- On or within 5 metres any entrance, exit or a doorway to a building or structure, and including, without limiting the generality of the foregoing, an area adjacent to such entrances or exits required in the event of fire or emergency.
- Within 5 metres of any railway tracks.
- Within 5 metres of rivers.

- Within the Environmental Protection Zone or any area identified as susceptible to flooding, erosion, slope instability, or other environmental hazards that presents a risk to health and safety.
- It is recommended that there be no more than five tents/temporary structures per cluster, with 10m of separation between each cluster, and a maximum of up to 25 tents or 30 individuals at any one location, to be assessed on a site-by-site basis.
- It is recommended that encampments or structures are not to be placed against, under, or be attached or tied to any building, structure, or tree. All temporary shelters or tents should strive to be freestanding. Assessments on impacts to City-owned infrastructure will take place on a site-by-site basis.

Standing Committee Report

REPORT NUMBER 078-2026-Community Services-Transit Services

DATE

PREPARED

January 27, 2026

FILE

STANDING

COMMITTEE

February 10, 2026

MEETING DATE

SUBJECT

Transit Service Adjustments

PURPOSE - *To seek the endorsement of the Quality of Life Standing Committee to temporarily reduce transit service levels given staffing challenges to better manage passenger expectations, help provide a more consistent and predictable service, and achieve improved system reliability.*

WITH RESPECT to Report 078-2026-Community Services-Transit Services, we request endorsement of the Quality of Life Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT Administration move forward with implementing temporary schedule changes across various conventional transit routes starting May 10, 2026;

AND THAT Administration monitor staffing levels and incrementally increase conventional and specialized transit service levels over the summer and fall when and where feasible;

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

EXECUTIVE SUMMARY

Transit Services continues to experience a shortage of Transit Operators, including Specialized Operators, resulting in above average unplanned conventional trip cancellations. This creates a need to prioritize the deployment of available Transit Operators to mitigate negative impacts to passengers of core conventional and Lift+ Specialized Transit service. More recently, occasional vehicle shortages due to maintenance issues are also contributing to the cancellation issue. These cancellations are causing many trips to be cancelled weekly. The average system-wide trip delivery rate target is 99% or better. In 2025 the average system-wide conventional trip delivery rate was approximately 96%. High cancellations create significant disruptions for passengers, resulting in increased travel times, heightened stress, and a loss of trust in the reliability of public transportation. LIFT+ Specialized Transit service operates as

scheduled but also experiences ongoing Operator availability constraints that hinder the capability to expand service capacity to meet actual demand.

This report seeks the endorsement of the Quality of Life Standing Committee to implement temporary schedule changes across select conventional transit routes beginning May 10, 2026, in response to ongoing staffing challenges within Transit Services. This proposed approach is intended to improve service reliability and predictability, better align available staffing resources with service delivery priorities, and manage passenger expectations during a period of sustained workforce constraints.

Administration will continue to closely monitor staffing levels and operational conditions and will incrementally restore conventional and specialized transit service levels during the summer and fall periods when and where feasible. Full-service levels will be reinstated when staffing levels are sufficient to reliably support regular day-to-day operations.

KEY CONSIDERATIONS

Transit Services continues to experience persistent staffing pressures that impact the ability to consistently deliver scheduled service across the conventional and specialized transit systems. These pressures include elevated daily staff unavailability due to a combination of vacancies, sick leave, disability leaves, vacation, training requirements, and employees temporarily assigned to other operational areas.

Maintaining current scheduled service levels under existing staffing conditions increases the risk of continued service disruptions, short-notice cancellations, and inconsistent service delivery. Temporary schedule adjustments are being proposed to better align available staffing with operational requirements, thereby improving overall system reliability, predictability and reducing uncertainty for customers.

A comparison of current versus proposed temporary service schedule changes is provided in Attachment A – Current vs Proposed Conventional Schedule. This attachment presents current versus proposed adjustments to weekday and Saturday service by route and service period.

The proposed adjustments are intended to maintain overall network connectivity while improving service reliability under current staffing conditions. On some routes, service frequency is reduced during peak or off-peak periods to better align with available staffing resources, while on other routes frequency is maintained or improved to support coverage and customer demand. No changes are proposed to Sunday/Holiday service levels.

Administration recommends implementing these temporary service adjustments and schedule changes beginning May 10, 2026. Administration will continue to actively monitor staffing levels, recruitment progress, training capacity, and operational

performance, and will incrementally restore service levels during the summer and fall periods as operating conditions allow.

As staffing levels allow, Specialized Transit service capacity may be increased, supporting additional trips for Lift+ registrants and improving the ability to accommodate important accessible community transportation requirements such as Seniors Programming Transportation for Long Term Care Homes.

FINANCIAL IMPLICATION

The proposed adjustments in this report will result in a net service reduction of approximately 8,000 service hours. As staffing levels continue to recover over the summer and fall, these hours will be redistributed to help address Conventional and Lift+ Specialized reliability, vacation coverage and other operational (ex. staff training) issues. Any cost savings resulting from these service level adjustments will be captured in the quarterly variance reporting for Transit Services. Favourable variances in Transit operating budgets are transferred into the Capital Transit Reserve Fund.

BACKGROUND

At the October 7, 2024, Committee of the Whole Meeting, Report No. 352-2024 – introduced the Transforming Transit, establishing the vision that Transit will be the travel option of choice for residents and visitors through the revision of safe, reliable, and convenient service while significantly reducing greenhouse gas emissions.

At the October 4, 2021, Committee of the Whole Meeting, Report No. 141/2021 – provided an update on recovering from conventional service level reductions and returning to normal levels.

At the September 14, 2020, Committee of the Whole Meeting, Report No. 107/2020 – provided an update on adjusting service levels to match fluctuating demand and to make incremental adjustments to gradually return to pre-pandemic service levels.

REFERENCE MATERIAL ATTACHED

Attachment A – Current vs Proposed Conventional Schedule

REPORT PREPARED BY

Brad Loroff, Manager – Transit Services
Matt Furioso, Supervisor – Operations and Standards

REPORT SIGNED AND VERIFIED BY

Kelly Robertson, Commissioner, Community Services

Date (02/02/2026)

Attachment A – Current vs Proposed Conventional Schedule

Legend

- ↑ - Service Increase
- ↓ - Service Decrease
- ⊗ - Service Cancellation

Weekday Schedule (Monday – Friday)

Service Hours: ~6:00am to ~Midnight

- On-Peak: ~6:00am to ~7:00pm
- Off-Peak: ~7:00pm to ~Midnight

Route	Regular Service Frequency (Current)		Temporary Service Adjustment (Proposed)	
	On-Peak (Minutes)	Off-Peak (Minutes)	On-Peak (Minutes)	Off-Peak (Minutes)
1 Mainline	30	45	↑ 22	↑ 22
2 Crosstown	30	45	↓ 45	45
3M Memorial	15	22	↓ 22	22
3C County Park	30	45	↓ 45	45
3J Jumbo Gardens	30	No Service	⊗ No Service	No Service
5 Edward	30	45	↓ 45	45
7 Hudson	30	45	↓ 45	45
8 James	30	45	↓ 45	45
9 Junot	30	45	↓ 45	45
10 Northwood	30	45	↓ 45	45
11 John	30	No Service	⊗ No Service	No Service
12 East End	30	No Service	↓ 45	No Service
13 John-Jumbo	No Service	45	↑ 45	45
14 Arthur	30	45	↓ 45	45
15 Beverly	30	45	↓ 45	45
16 Balmoral	30	No Service	↓ 45	No Service
17 Current River	30	45	↓ 45	45
18 Westfort	45	45	45	45

Notes:

- Currently routes 3J and 11 are replaced by route 13 during off-peak times and all-day Sunday. For coverage in the proposed adjustments, route 13 would be extended to all day. Final changes to routes 3J, 11 and 13 are to be confirmed.
- Proposed frequencies are forecasts and may slightly differ once final schedule is created.

Saturday Schedule

Service Hours: ~6:00am to ~Midnight

- On-Peak: ~10:00am to ~7:00pm
- Off-Peak: ~6:00am to 10:00am & ~7:00pm to ~Midnight

↑ - Service Increase

↓ - Service Decrease

⊗ - Service Cancellation

Route	Regular Service Frequency (Current)		Temporary Service Adjustment (Proposed)	
	On-Peak (Minutes)	Off-Peak (Minutes)	On-Peak (Minutes)	Off-Peak (Minutes)
1 Mainline	30	45	↑ 22	↑ 22
2 Crosstown	30	45	↓ 45	45
3M Memorial	15	22	↓ 22	22
3C County Park	30	45	↓ 45	45
3J Jumbo Gardens	30	No Service	⊗ No Service	No Service
5 Edward	30	45	↓ 45	45
7 Hudson	30	45	↓ 45	45
8 James	30	45	↓ 45	45
9 Junot	30	45	↓ 45	45
10 Northwood	30	45	↓ 45	45
11 John	30	No Service	⊗ No Service	No Service
12 East End	30	No Service	↓ 45	No Service
13 John-Jumbo	No Service	45	↑ 45	45
14 Arthur	30	45	↓ 45	45
15 Beverly	30	45	↓ 45	45
16 Balmoral	30	No Service	↓ 45	No Service

17 Current River	30	45	↓45	45
18 Westfort	45	45	45	45

Notes:

- Currently routes 3J and 11 are replaced by route 13 during off-peak times and all-day Sunday. For coverage in the proposed adjustments, route 13 would be extended to all day. Final changes to routes 3J, 11 and 13 are to be confirmed.
- Routes 12 and 16 run on approx. 45-minute frequencies during the morning off-peak periods from 6:00am to 10:00am in regular service.
- Proposed frequencies are forecasts and may slightly differ once final schedule is created.

Sunday/Holiday Schedule (No Changes)

Service Hours: ~8:00am to ~11:00pm

- On-Peak: ~8:00am to ~6:30pm
- Off-Peak: ~6:30pm to ~11:00pm

Route	Regular Service (Current & Proposed)	
	On-Peak (Minutes)	Off-Peak (Minutes)
1 Mainline	22	45
2 Crosstown	45	45
3M Memorial	22	45
3C County Park	45	45
5 Edward	45	45
7 Hudson	45	45
8 James	45	45
9 Junot	45	45
10 Northwood	45	45
13 John-Jumbo	45	45
14 Arthur	45	45
15 Beverly	45	45
17 Current River	45	45
18 Westfort	45	45

Standing Committee Report

REPORT NUMBER 032-2026-Growth-Strategy & Engagement			
DATE			
PREPARED	January 6, 2026	FILE	032-2026
STANDING			
COMMITTEE	January 27, 2026		
MEETING DATE			
SUBJECT	Net Zero Strategy Update 2023-2024		

PURPOSE

For information only.

EXECUTIVE SUMMARY

This report provides an update on the third and fourth years of implementation of Climate-Forward City: Thunder Bay Net-Zero Strategy.

Overall, 84% of actions included in the Net-Zero Strategy's (NZS) five-year implementation plan are in progress or complete after four years, demonstrating steady progress towards the City's long-term climate objectives. Two actions are on hold due to human resource capacity constraints. An informal community greenhouse gas (GHG) emissions inventory was completed for 2023 and 2024, which provides an additional set of metrics by which we can measure the impact of climate change policies and initiatives. The streamlined reporting process reveals that energy use and emissions are decreasing, but these changes cannot be attributed to the implementation of the NZS alone.

The Net-Zero Strategy supports the implementation of the Smart Growth Action Plan by advancing energy efficiency, climate resilience, and development practices that contribute to long-term affordability, sustainability, and readiness for growth.

Priority actions for 2026 include funding and implementing a local Home Energy Improvement Loan Program, the roll-out of a Climate Lens framework for Corporate reporting, research and engagement on creating a framework for Green Development Standards, and continued implementation of supporting City plans and strategies.

KEY CONSIDERATIONS

The Net-Zero Strategy (NZS; 2021) responds to the climate emergency by providing a pathway to reduce energy use and greenhouse gas emissions across the community.

The NZS is being implemented alongside other major initiatives, including the Smart Growth Action Plan, to support coordinated, sustainable decision making. This report outlines the progress made during the third and fourth years of implementation.

Status of Action Implementation

The NZS includes a series of near-term (2021-2025) implementation action tables for the Corporation of the City of Thunder Bay (Appendix D, NZS). Attachment A outlines the status of each action included in Appendix D, presented by time-horizon. A summary table is included below (Table 1).

Table 1. Status summary of near-term actions for the City of Thunder Bay.

Time Horizon	Complete	In Progress	Not Initiated	Total
Immediate (2021-2022)	5	2	2	9
Short-term (2022-2023)	8	2	2	12
Medium-term (2023-2025)	1	5	2	8
Ongoing	N/A	9*	0	9
Total	14	18	6	38

* Actions identified as “ongoing” in Attachment A are included as “in progress” for clarity.

Overall, 84% of actions are complete or in progress; a 13% increase from the second year of implementation. As indicated in Attachment A, one immediate action and one short-term action are on hold due to human resource capacity constraints.

Highlights from the third and fourth year of implementation include:

- **Home Energy Improvement Loan Design Study:** In April 2023, the City of Thunder Bay was awarded \$220,000 through the Federation of Canadian Municipalities’ Green Municipal Fund (Community Efficiency Financing stream) to complete a Community Efficiency Financing Design Study. The purpose of this study is to provide the early-stage planning and technical analysis needed to advance a municipally supported home energy retrofit financing program from concept to implementation. This initiative directly supports housing affordability, energy efficiency, and emission reduction

objectives. The completed design study was presented to in the Quality of Life Standing Committee on January 27, 2026.

- **Boulevard Garden and Maintenance By-Law:** In September 2024, Administration presented the first report on the Boulevard Garden and Maintenance By-law to City Council. In February 2025, the by-law was ratified, permitting residents to cultivate a wide variety of herbaceous plants and small shrubs in boulevard gardens.
- **Transit and Municipal Fleet Zero Emissions Transition:** In July 2024, Council endorsed a phased approach to transition Thunder Bay Transit and the municipal fleet to electric vehicles. Approving these plans allows the City to access future funding for electric vehicles and supportive infrastructure like charging stations, building on millions of dollars that the City has already secured from other orders of government to begin the transition.
- **Energy Efficient Municipal Facilities:** In 2023 and 2024, the City continued to implement energy efficiency infrastructure within the asset renewal cycle to reduce GHG emissions and overall energy consumption in Corporate facilities. This includes the development of a greenhouse gas reduction roadmap and action plan for all major corporate facilities. Moving into 2026 and beyond, these facility retrofits will be implemented where operationally and functionally viable, using both internal and external funding sources.
- **Carbon Disclosure Project (CDP) Cities A-List Awarded:** In 2023 and 2024, the City was recognized by CDP, a not-for-profit charity that runs the global carbon disclosure system, as one of 122 cities and counties across the globe that are taking bold leadership on environmental action and transparency. 13% of local governments scored by CDP made the “Cities A-List” in 2023, and 15% of local governments scored by CDP made the “Cities A-List” in 2024. The City’s score for 2025 is expected to be released in November 2026.

Quantifying Greenhouse Gas Emissions

Energy use across several categories is used to measure community-wide greenhouse gas emissions and quantify the impact of net-zero actions (see Table 2). A streamlined approach to estimating emissions was selected for the 2023 and 2024 inventory years based on access to data and budget constraints.

Table 2. Streamlined community GHG inventory inputs.

Input	Units	Data Quality	Data Source
Electricity	Kilowatt hours (kWh)	High	Synergy North
Natural Gas	Cubic metres (m ³)	High	Enbridge Gas
Gasoline	Litres (L)	Medium	Kalibrate Technologies Ltd; City of Thunder Bay
Diesel	Litres (L)	Medium	Kalibrate Technologies Ltd; City of Thunder Bay
Propane	Litres (L)	Low	Statistics Canada
Fuel Oil	Litres (L)	Low	Statistics Canada
Solid Waste	Tonnes (t)	High	City of Thunder Bay
Compost	Tonnes (t)	High	City of Thunder Bay

In the table above, each input was assigned a Data Quality value to reflect its ability to provide a representative snapshot of community emissions. Inputs that are assigned “High” Data Quality ratings provide the most accurate reflections, while “Low” Data Quality ratings provide the least accurate reflections.

The results from the streamlined emissions inventory are presented in Table 3. Granular activity metrics are not included in this report due to confidentiality agreements for certain fuel data. Due to a lag in data availability, the 2025 streamlined inventory will be included in the 2026 NZS Annual Report.

Table 3. Community energy consumption and emissions in 2016, 2023 and 2024.

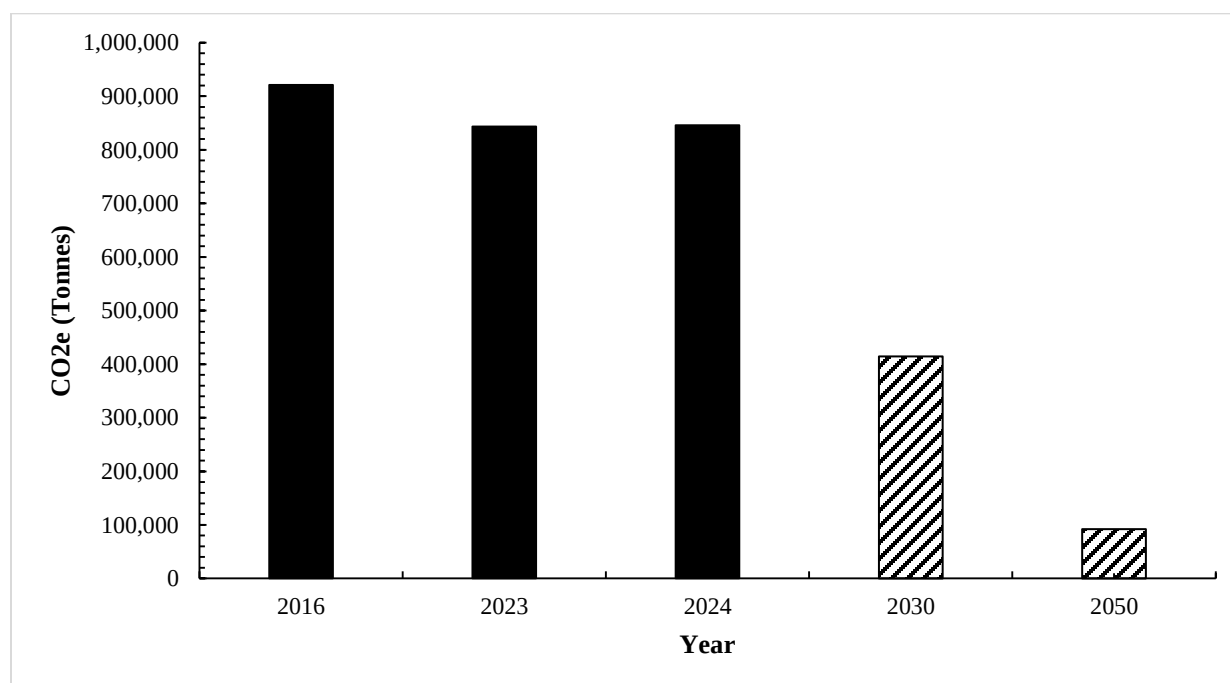
Year	2016	2023	2024
Inventory Type	Formal	Streamlined	Streamlined
Total energy (petajoules)	17.74	15.63	15.37

Year	2016	2023	2024
Energy per capita (gigajoules per person)	164.35	143.61	141.23
Total emissions (million metric tons of carbon dioxide equivalent)	0.92	0.84	0.85
Emissions per capita (tonnes of carbon dioxide equivalent per person)	8.5	7.8	7.8

The Partners for Climate Protection Milestone Tool was used to calculate the streamlined inventories for 2023 and 2024. Formal, comprehensive greenhouse gas inventories were completed in partnership with ICLEI Canada for 2016 and Sustainability Solutions Group for 2021 and are available upon request to the Climate Action Specialist. Data from the 2021 Formal Greenhouse Gas Inventory was omitted because pandemic-affected activity levels from that year do not reflect long-term emissions trends.

The 2023 streamlined inventory reveals a 12% decrease in community energy use and an 8% decrease in total emissions compared to 2016, while the 2024 streamlined inventory reveals a 13% decrease in community energy use and an 8% decrease in total emissions compared to 2016. These values are represented graphically in Figure 1, alongside community emissions targets for the years 2030 and 2050.

Figure 1. Current community energy emissions vs community emissions targets.



The 2030 and 2050 targets reflect 55% and 90% reductions in community emissions from the baseline year of 2016.

While these trends are encouraging, they reflect a combination of local actions and broader influences. External factors, including provincial and federal policy change, increasing weather and climate variability, fuel supply and cost, and recent increases in electrical grid carbon intensity most likely contributed to these decreases too. Furthermore, the effects of the COVID-19 pandemic continue to influence the 2023 and 2024 emissions inventories. Remote and hybrid work arrangements, changes in commuting and travel patterns, shifts in residential and commercial energy use, and sector-specific economic recovery all affect energy consumption and greenhouse gas emissions. These residual factors result in minor deviations from pre-pandemic trends and should be considered when interpreting year-over-year changes in the community's emissions profile.

Net-Zero Priorities for 2026

The net-zero priorities for 2026 are as follows:

- Begin Phase 3: Home Energy Improvement Loan Program. Fund and implement a local retrofit financing program.
- Continue Green Development Standard Research. Explore legal alternatives to Green Development Standards and their potential impact on the community.
- Coordinate the roll-out of a Climate Lens procedure for Corporate Reporting. This action will require significant staff time and training resources.
- Continue providing internal support on projects and initiatives related to sustainability and climate action.
- Complete and report on the annual community-wide greenhouse gas emissions inventories to satisfy the City's commitments to the Global Covenant of Mayors, CDP, and Cities Race to Zero initiatives.

In addition to the priorities listed above, there are ongoing and upcoming initiatives throughout the Corporation that directly or indirectly support the Net-Zero Strategy, including:

- Source Separated Organics Program [Environment]
- Water System Master Plan Renewal [Environment]
- Climate Adaptation Plan Renewal [Engineering]
- Community Safety & Well-Being Plan Renewal [Strategy & Engagement]
- Smart Growth Action Plan [Growth]
- Existing Plans and Strategies Implementation:

- Active Transportation Plan [Engineering]
- Transportation Master Plan [Transit Services & Engineering]
- Corporate Energy Management Plan [Facilities Services]
- Solid Waste Management Strategy [Environment]
- Fleet Electrification Plan [Facilities Services]
- GHG Reduction Roadmap & Action Plan [Facilities Services]
- Asset Management Plan [Engineering]

FINANCIAL IMPLICATION

There are no direct financial implications associated with this report. Any financial impacts related to climate-related initiatives are addressed through the annual budget process.

BACKGROUND

Climate-Forward City: Thunder Bay Net-Zero Strategy was approved by City Council on June 7, 2021 (Report Number 69-2021) and a community-wide target of net-zero greenhouse gas emissions by 2050 was established.

In January 2020, Thunder Bay City Council declared a climate emergency emphasizing the urgency of addressing climate change. The climate emergency reinforced the need for a plan to provide the community with the information and tools to make decisions that contribute to the decarbonization of Thunder Bay.

In 2019, the City of Thunder Bay received funding from the Federation of Canadian Municipalities – Municipalities for Climate Innovation Program (\$125,000) and the Ontario Ministry of Energy, Northern Development and Mines – Municipal Energy Plan Program (\$89,500) for the creation of a community energy plan. With respect to Report R 88/2019 (Infrastructure and Operations), City Council approved the receipt and expenditure of funding to develop the Net-Zero Strategy (formerly the Community Energy and Emissions Plan).

The CEAP was adopted by City Council in 2008, Report 2008-128 (Environment). The CEAP was updated with the latest iteration – the EarthCare Sustainability Plan, Report 2014.055 – and was part of the City's commitment to reducing greenhouse gas emissions, and functioned as the community's integrated community sustainability plan. The first Annual Report was presented in 2010, Report 2010.002 (Environment).

City Council approved Environmental Policy Number 04-02-02 after reviewing Report 2005.290 (Environment) on December 5, 2005. Two annual reports, Report 2007.027 (Environment) and Report 2008.024 (Environment), were presented to City Council in keeping with the Policy requirements. Report 2008.024 recommended that pending adoption of the Community Environmental Action Plan (CEAP) by City Council, the reporting of the City's Corporate environmental progress become part of the CEAP reporting process.

REFERENCE MATERIAL ATTACHED

Attachment A (Status of Action Implementation)

REPORT PREPARED BY

Danielle Slongo, Climate Action Specialist – Growth

REPORT SIGNED AND VERIFIED BY

Kerri Marshall, Commissioner - Growth

Date (01/27/2026)

Attachment A. Status of Action Implementation

Tables 4-7 provide an update on the actions included in the Net-Zero Strategy, Appendix D. Near-term (2021-2025) Implementation Action Tables for the Corporation of the City of Thunder Bay.

Table 4. Status of immediate actions (2021-2025).

Priority Actions	Milestones	Status – 2022	Status – 2023	Status - 2024	Status - 2025
Assign full time resources at the City of facilitate the implementation of the Strategy.	Resource assigned (1.0 FTE)	Not yet initiated. Temporary resource assigned – capacity constraints noted.	Not yet initiated. Workload added to Sustainability Coordinator – capacity constraints noted.	Not yet initiated. Sustainability Coordinator position changes title to Climate Action Specialist. No change in workload.	Not yet initiated. No status change.
Establish a streamlined community GHG inventory and reporting process.	Reporting system in place	Complete.	Complete.	Complete.	Complete.
Develop KPIs for monitoring and evaluation.	KPIs developed	In progress. Greenhouse gas (GHG) KPIs established; to be updated following climate lens process (short-term).	In progress. No status change.	In progress. No status change.	In progress. GHG KPIs established; to be updated in 2026.
Engage community stakeholders to help develop implementation strategies for the community and prioritize future work.	EarthCare Energy Working Group re-activated	In progress. Anticipated completion date: winter 2023.	In progress. Review of EarthCare engagement structure initiated – timelines delayed due to human resource constraints.	In progress. New EarthCare Terms of Reference (TOR) drafted and accepted by Committee. Thunder Bay Climate	Complete. New procedural by-law dissolved all non-legislated Committees of Council. EarthCare is transitioned to a Community Safety

Priority Actions	Milestones	Status – 2022	Status – 2023	Status - 2024	Status - 2025
				Transition Collaborative (TBCTC) is formed to create a community group to prioritize NZS actions.	and Wellbeing Committee working group and renamed the Climate Action Working Group. TBCTC is functioning autonomously. Energy in Action Community of Practice (EACOP) is formed to create a local network of energy managers and related professionals.
Explore how the Zoning By-law can be used to support NZS implementation.	Zoning By-law updated	Complete. New Zoning By-law supports intensification of urban area and promotes walkable and transit-oriented neighbourhoods.	Complete. See 2022 update.	Complete. See 2022 update.	Complete. See 2022 update.
Assess policies and strategies that address embodied carbon.	Policy rec.	Not yet initiated. Human resource capacity constraints.	Not yet initiated. No status change.	Not yet initiated. No status change.	Not yet initiated. No status change.
Conduct a feasibility study for establishing a Local Improvement Charge or alternative financing mechanism to support building retrofits.	Feasibility study	In progress. Anticipated completion date of the Home Energy Improvement Loan Study: July 2022.	Complete. Home Energy Improvement Loan Feasibility Study completed July 2022 (R.113.2022). Phase	Complete. No status change.	Complete. Home Energy Improvement Loan Study Phase 2: Program Design anticipated

Priority Actions	Milestones	Status – 2022	Status – 2023	Status - 2024	Status - 2025
			2: Program Design in progress.		completion in January 2026. Federation of Canadian Municipalities, Green Municipal Fund (FCM-GMF) Community Efficiency Financing Implementation Funding application complete.
Support the establishment of an ICI Energy Efficiency and Decarbonisation Working Group	Working group created	Not yet initiated. Human resource capacity constraints.	Not yet initiated. No status change.	In progress. Partnered with Confederation College to begin planning Energy Summit 2.0	Complete Energy Summit 2.0 was hosted in February 2025. EACOP was established in May 2025, and held their first meeting in November 2025.
Integrate NZS principles into solid waste management operations.	Policy or policy recs developed	In progress. Climate change considerations integrated into current waste projects, including source separated organics project.	In progress. No status change.	In progress. Climate change considerations integrated into current solid waste operations, including source separated organics program development.	In progress. Phase 1 of automated cart-based collection for garbage begins for a quarter of residential households.

Table 5. Status of short-term actions (2022-2023).

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status - 2025
Develop a ‘climate lens’ policy for municipal decision making.	Creation of a Climate Lens Policy	In progress. Initiated research phase. Anticipated introduction: summer 2023.	In progress. Delayed due to human resource capacity constraints.	In progress. Climate Adaptation Coordinator working with Ontario Resource Centre for Climate Adaptation (ORCCA) to develop tool.	Complete. Climate Lens policy developed, and new corporate report section created. Working towards corporate adoption in 2026.
Update Environment / Community Sustainability policy (04-02-02) in line with above.	Update, or integration, of Environment Policy	Not yet initiated. To follow climate lens process.	Not yet initiated. No status change.	Not yet initiated. No status change.	Not yet initiated. No status change.
Assess finance mechanisms available to support Strategy implementation.	Finance mechanisms identified.	Not yet initiated. Human resource capacity constraints.	Not yet initiated. No status change.	Not yet initiated. No status change.	Not yet initiated. No status change.
Assess policies that promote compact, mixed-use development to increase density, reduce sprawl, and reduce transportation GHGs.	Policy rec.	Complete. New Zoning By-law introduces new tools (policies) to encourage densification.	Complete. See 2022 update.	Complete. See 2022 update.	Complete. See 2022 update.
Identify mechanisms that provide incentives for the preservation, establishment, and maintenance of green infrastructure.	Policy / program rec.	In progress. Yard Maintenance By-law currently under review.	In progress. Yard Maintenance By-law updated to allow for naturalization (Clean & Clear Yards By-law). Boulevard	In progress. Boulevard Garden and Maintenance By-law (BGMBL) is presented as a First Report. BGMBL Portal & Educational	Complete. BGMBL is accepted by Council in January 2025, Education Program and Portal is launched in April 2025.

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status - 2025
			Garden By-law in draft stages.	Resources are created.	
Integrate NZS principles into Urban Forestry Management Plan (UFMP) and operations.	Updated UMFP	In progress. Investigating options to grow trees locally, reducing emissions from transportation.	In progress. Construction begins on the Conservatory Renewal.	In progress. Construction continues on the Conservatory Renewal. City Forester position is vacant.	In progress. Conservatory Renewal nears completion. City Forester position is filled. UFMP update to begin in 2026.
Update Facility Design Standards policy (09-05-01) to reflect net-zero principles.	Policy update	In progress. Investigation underway.	In progress. No status change.	In progress. No status change.	Complete. To be presented to Council Spring 2026.
Integrate NZS principles into existing energy audit process to determine net-zero readiness and align with Asset Management Program.	Priority retrofit list	In progress. Investigating net-zero opportunities for municipal facilities as a component of energy audits and facility assessments. Process to align with the development of the new Asset Management Program.	In Progress. Development of Greenhouse Gas Emissions Reduction Roadmap and Action Plan (GRRAP) for all major Corporate Facilities.	In Progress. Development of GRRAP for all major Corporate Facilities.	Complete. Incorporate GRRAP into Asset Management Plan and facility retrofits where operationally and financially viable using both external and internal funding opportunities.
Review Corporate fleet policies, plans, and procedures. Update to include zero-emission vehicle targets.	Net-zero emissions vehicle target established	In progress. Municipal transit electrification strategy in development. Anticipated	In progress. Municipal and transit electrification strategy in development. Anticipated	Complete. Council endorsed the Transit and Municipal Fleet Zero Emissions Transition.	Complete. Exploring funding opportunities to resource implementation of Zero Emissions Plans.

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status - 2025
		completion: Spring 2023.	completion: Spring 2024.		
Identify priority locations for installation of Electric Vehicle (EV) charging infrastructure for Corporate fleet, Transit, employees, and the public.	Expansion of EV charging network	In progress.	In progress. Municipal and transit electrification strategy in development. Anticipated completion: Spring 2024	Complete. Decision to leave public EV with community entities.	Complete. Decision to leave public EV with community entities.
Establish a bike share program (or support the launch of a private program).	Bike share program	Not yet initiated.	Not yet initiated.	Not yet initiated.	In progress. Bike Share Feasibility Study conducted in partnership with LU,
Assess feasibility of rerouting organics to an anaerobic digester.	Feasibility Study	Complete.	Complete.	Complete.	Complete.

Table 6. Status of medium-term actions (2023-2025).

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status – 2025
Develop green building standards to enable net-zero ready construction.	Green Building Standards adopted	Not yet initiated.	Not yet initiated.	In progress. TBCTC establishes Green Development Standards (GDS) as a key priority for residents through community roundtables (May 2024, October 2024).	In progress. Council directs Administration to begin Feasibility Research (April 2025). Province of Ontario makes implementing mandatory construction measures illegal (June 2025).
Integrate NZS principles into next iteration of the Corporate Energy Management Plan (CEMP).	Updated Conservation and Demand Management Plan (O. Reg. 507/18)	Not yet initiated. Current CEMP in place until 2024.	Not yet initiated. No status change.	Complete 2024 CEMP measures based on the GRRAP.	Complete No status change.
Identify municipal buildings that can support solar panel installations and create a priority list.	Update priority solar PV list	Not yet initiated. Current study completed in partnership with Synergy North prior to implementing 6 existing solar sites. List may require an update as technology has improved and solar PV costs have reduced, potentially altering the business case.	Not yet initiated. No status change.	Not yet initiated. Facilities reviewed as part of GRRAP, but further investigation required.	Not yet initiated. No status change.

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status – 2025
Identify mechanisms available to the Corporation to support local renewable energy generation.	Policy / program rec	Not yet initiated.	Not yet initiated.	Not yet initiated.	In progress. Synergy North identifies Distributed Energy Resources (DERs) as a priority in their strategic plan update, and begins working to identify ideal locations within the City. Research around new Independent Electricity Systems Operator (IESO) procurement windows begins. Community group aiming to create a Solar Cooperative reforms through the Northwest Climate Gathering.
Assess opportunities for municipal owned renewable energy projects and partnerships.	Projects identified	In progress. Feasibility study exploring biomass district energy system in downtown North Core completed (commissioned by CRIBE).	In progress.	In progress.	In progress. Synergy North identifies DERs as a priority in their strategic plan update, and begins working to identify ideal locations within the City. Research around new IESO

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status – 2025
					procurement windows begins.
Establish an Active Transportation Zone, and supporting policy, that prioritizes non-emitting travel.	Active Transportation Zone	Not yet initiated.	Not yet initiated.	Not yet initiated. New Mobility Coordinator hired in July 2024.	In progress. Active School Travel Pilot extended to 11 schools, Bike Racks for Business Program launched, Bike Valet Program re-launched, Active Transportation Heat Mapping project launched in partnership with Confederation College.
Establish residential organics collection program (Provincial regulation).	Organics program established	In progress.	In progress.	In progress.	In progress. Residential source separated organics (Green Bin) program carts procured.
Assess opportunity for partnerships with regional municipalities / communities to establish an organic waste hub.	Partnership commitment	Not yet initiated.	Not yet initiated.	Not yet initiated.	Not yet initiated. Waiting to finish construction on new organics processing facility.

Table 7. Status of ongoing actions.

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status - 2025
Develop annual Action Plan outlining initiatives and priorities for upcoming year.	Annual Action Plan included in report to Council	In progress. 2022-2023 priorities included in this report.	In progress. 2023-2024 priorities included in this report.	In progress. 2024-2025 priorities included in this report.	In progress. 2025-2026 priorities included in this report.
Promote energy and climate literacy in the Corporation and community.	Corporate Energy Workshop Update Community Engagement Strategy	In progress. Community engagement ongoing. Anticipated to align Corporate engagement with climate lens process.	In progress. No status change.	In progress. No status change.	In progress. No status change.
Continue implementing the Corporate Energy Management Plan to achieve 5% reduction in energy consumption per year.	Annual energy consumption and GHG report (O. Reg. 507/18)	In progress. Increase in consumption because of changes in operations due to COVID.	In progress. Achieved reduction, however previous year's data skewed due to change in operations during COVID.	In progress. Achieved 5% reduction in consumption.	In progress. 2025 Data not available.
Advocate for changes to the energy system that support local renewable energy generation and non-wires solutions.	Communication with Province and Canada	Not yet initiated.	Not yet initiated.	Not yet initiated.	In progress. Administration submitted comments for new IESO procurement processes, and Province of Ontario Energy for Generations strategy.
Continue implementing the	Increased sustainable modeshare.	In progress.	In progress.	In progress.	In progress.

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status - 2025
Transportation Master Plan.					Complete Streets Policy & Traffic Calming Process Policy adopted by Council (April 2025). 1.2 km of improvements completed on the Ultimate Road Network. 47.2 km of improvements completed along the Pedestrian Priority Network, including 22.2 km of new pedestrian infrastructure. 20.2 km of improvements completed on the Ultimate Cycling Network.
Continue implementing the Active Transportation Plan Priority Route Networks.	Increased active modeshare, expansion of AT network	In progress. As of 2021, the City of Thunder Bay Active Transportation network has grown to include approximately 80km of multi-use and bicycle infrastructure and 511km of sidewalk.	In progress.	In progress.	In progress. 22 km of new pedestrian infrastructure created, including 4.5 km of new sidewalk, 17.5 km of new multi-use trail, and 1 new bridge crossing.

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status - 2025
Assess alternative fare structures to increase ridership.	Increased ridership	In progress. Transit fare freeze & pilot program for children under 12. Impact data not yet available. Ridership continues to be impacted by COVID.	In progress.	In progress. Transforming Transit initiative begins.	In progress. Electronic Fare Management System is launched.
Increase existing landfill gas capture rate.	Technical Analysis & Monitoring	In progress. Topic included in source separated organics project.	In progress.	In progress. Installed 8 replacement gas wells.	In progress. Initiated upgrades to landfill gas condensate collection system.
Identify opportunities to reduce energy use in water and wastewater pumping process.	Technical Analysis	In progress.	In progress.	In progress. Pilot Leak Detection Program Launched.	In progress. Renewal of Water System Master Plan initiated.