



**City Council Meeting  
Agenda**

**Tuesday, April 7, 2026, 6:30 p.m.  
S.H. Blake Memorial Auditorium**

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**Pages**

- 1. City Council**  
Speaker: Councillor Andrew Foulds
  
- 2. Opening Ceremonies**
  - 2.1 Land Acknowledgement**
  - 2.2 Moment of Silent Reflection**
  - 2.3 National Anthem**  
Kerry Thom to perform the national anthem.
  
- 3. Disclosures of Interest**
  
- 4. Consent Agenda**
  - 4.1 Confirmation of Agenda**  
WITH RESPECT to the April 7, 2026 City Council, we recommend that the agenda as printed, including any additional information and new business, be confirmed.
  
  - 4.2 Minutes of Previous City Council Meetings** 10 - 19  
The Minutes of the following Meetings of the Thunder Bay City Council, to be confirmed:
    - 1. The Thunder Bay City Council held on March 17, 2026.
  
  - 4.3 Special Committee of the Whole - Closed Session Minutes** 20 - 25  
The Minutes of the following Meeting of the Special Committee of the Whole - Closed Session, to be confirmed:
    - 1. March 17, 2026 Special Committee of the Whole - Closed Session.

<b>4.4</b>	<b>Growth Standing Committee Minutes</b> Minutes of Growth Standing Committee, held on March 24, 2026, for information. <b>(Distributed Separately)</b>	
<b>4.5</b>	<b>Quality of Life Standing Committee</b> Minutes of Quality of Life Standing Committee, held on March 24, 2026, for information.	26 - 28
<b>4.6</b>	<b>Ward Meeting Minutes</b> Minutes of the February 11, 2026 McKellar Ward Meeting, to be confirmed.  Minutes of the March 5, 2026 McIntyre Ward Meeting, to be confirmed.	29 - 34
<b>4.7</b>	<b>Thunder Bay District Social Services Administration Board Minutes</b> Minutes of Meeting 03-2026 (Regular Session) of The District of Thunder Bay Social Services Administrative Board held on February 19, 2026, for information only.	35 - 41
<b>4.8</b>	<b>CEDC Board of Directors Meeting Minutes</b> Minutes of the Wednesday, January 21, 2026 CEDC Board of Directors Meeting, for information only.	42 - 44
<b>4.9</b>	<b>Thunder Bay District Health Unit Board of Health Minutes</b> Minutes of the Thunder Bay District Health Unit Board of Health meeting held on February 18, 2026, for information only.	45 - 49
<b>4.10</b>	<b>Lakehead Region Conservation Authority Minutes</b> Minutes of the Lakehead Region Conservation Authority, held on February 25, 2026, for information.	50 - 55
<b>4.11</b>	<b>City of Thunder Bay Appeals Tribunal</b> Minutes of Meetings 02-2025, 03-2025 and 01-2026 of the City of Thunder Bay Appeals Tribunal held on September 3, 2025, October 16, 2025, and March 9, 2026, respectively, for information.	56 - 71
<b>4.12</b>	<b>Budget Appropriation – Hammond Fire Training Centre Expansion</b> Report 139-2026 - Infrastructure & Operations - Engineering recommending that the Hammond Avenue Fire Training Centre Expansion capital project be approved in the amount of \$1,093,920,	72 - 76

funded by external grants.

**4.13 Special Committee of the Whole – Citizens of Exceptional Achievement and Growth Standing Committee – Re-Scheduling Update**

77

Memorandum from Jeff Walters, Manager - Legislative Services & Deputy City Clerk, dated March 27, 2026 providing a re-scheduling update for the April 22, 2026 Special Committee of the Whole Meeting and the new date for the July 28, 2026 Growth Standing Committee Meeting.

**4.14 Consent Agenda Resolution**

WITH RESPECT to the Consent Agenda for the April 7, 2026 City Council meeting, we recommend that the following items be confirmed:

1. Confirmation of Agenda - April 7, 2026
2. Minutes of Previous Council Meetings - March 17, 2026
3. Special Committee of the Whole - Closed Session Meeting - March 17, 2026
4. Growth Standing Committee Minutes - March 24, 2026
5. Quality of Life Standing Committee Minutes - March 24, 2026
6. Ward Meeting Minutes
7. Thunder Bay District Social Services Administration Board Minutes
8. CEDC Board of Directors Meeting Minutes
9. Thunder Bay District Health Unit Board of Health Meeting Minutes
10. Lakehead Region Conservation Authority Minutes
11. City of Thunder Bay Appeals Tribunal
12. Budget Appropriation - Hammond Fire Training Centre Expansion
13. Special Committee of the Whole – Citizens of Exceptional Achievement and Growth Standing Committee – Re-Scheduling Update

**5. Items Arising from Closed Session**

**6. Reports of Administration**

**6.1 U-Pass Agreement with Lakehead University Student Union**

78 - 81

Report 140-2026 - Community Services - Transit Services recommending that Administration be authorized to enter into another one-year Universal Transit Pass (U-Pass) Agreement between the City and the Lakehead University Student Union Inc. (LUSU).

WITH RESPECT to Report 140-2026-Community Services-Transit Services, we recommend that Administration be authorized to enter into another one-year Universal Transit Pass (U-Pass) Agreement between

the City and the Lakehead University Student Union Inc. (LUSU), with some changes as detailed in this report, including such ancillary documents, amendments and renewal agreements as may be required to give further effect to the intended relationships of the parties for a one-year term commencing on September 1, 2026;

AND THAT the Commissioner, Community Services be authorized to execute all documentation with respect to the U-Pass program agreement;

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

## **6.2 Appointment of Chief of Fire**

82

Memorandum from Kayla Dixon, Commissioner - Infrastructure & Operations, dated March 6, 2026 containing a recommendation that City Council authorize the appointment of David Tarini to the Chief of Fire for the Thunder Bay Fire Rescue.

WITH RESPECT to the Memorandum from Kayla Dixon, Commissioner - Infrastructure & Operations dated April 7, 2026, we recommend that David Tarini be appointed to the Chief of Fire for the Thunder Bay Fire Rescue effective April 8, 2026;

AND THAT By-law 019-2026 - Appointment of Acting Fire Chief be repealed;

AND THAT By-law 129-2026 - Appointment of Chief of Fire be presented to City Council for ratification on April 7, 2026.

## **6.3 Emergency Management Program**

83 - 123

Report 68-2026 - Infrastructure & Operations - Thunder Bay Fire Rescue recommending City Council approve draft By-law 087-2026, including the City of Thunder Bay Emergency Management Program, Emergency Management Plan and Strategy, as attached to this report.

WITH RESPECT to Report 68-2026-Infrastructure & Operations-Thunder Bay Fire Rescue,

WE RECOMMEND THAT City Council approve draft By-law 087-2026, including the City of Thunder Bay Emergency Management Program, Emergency Management Plan and Strategy, as attached to this report;

AND THAT By-law 76/2021 (Emergency Plan By-law), as amended, be repealed;

AND THAT City Council enacts By-law 87-2026, being the new

**6.4 Property Tax Accounts with 2024 Arrears**

124 - 135

Report 37-2026 - Corporate Services - Revenue recommending the registration of tax arrears certificates against the properties as shown in Attachment A to this report, thereby starting the Municipal Tax Sale process.

Confidential Memorandum from Chantal Harris, Manager - Billing & Collection Services, dated March 18, 2026. **(Distributed Separately to Members of Council, City Manager, City Solicitor, and Commissioner - Corporate Services & City Treasurer only)**

WITH RESPECT to Report 37-2026-Corporate Services-Revenue, we recommend the registration of tax arrears certificates against the properties as shown in Attachment A to this report, thereby starting the Municipal Tax Sale process;

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

**6.5 Property Related Matter – 545 Algoma Street Land Sale**

136 - 141

Report 62-2026 - Growth - Development Services recommending the sale of vacant surplus property municipally known as 545 Algoma Street North (the “Lands”), as illustrated on the attached Location Plan, to 1001432176 Ontario Inc.

WITH RESPECT to Report 62-2026, we recommend that the City-owned surplus property, municipally known as 545 Algoma Street North and legally described as Lots 16-26, Block 42, Registered Plan 121, McIntyre, Part of Powley Street and Part of Lane, Block 42, Plan 121, being Parts 4-7 on Reference Plan 55R-14379, be sold to 1001432176 Ontario Inc., or a permitted affiliated assignee, for the sum of \$749,000, for the purpose of a multi-residential development with potential for additional mixed uses permitted under the current property zoning, subject to the terms and conditions recommended in this Report, including entering into a Site Plan Control Agreement and a Repurchase Agreement with the City prior to closing;

AND THAT the Director - Development Services be authorized to execute any and all documentation required in order to finalize the transaction;

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

**6.6 Property Related Matter – 144 Fanshaw Street, 300 Tokio Street, 791 Arundel Street Land Sales**

142 - 154

Report 161-2026 - Growth - Development Services - Realty Services recommending the sale of vacant surplus properties municipally known as 144 Fanshaw Street, 300 Tokio Street, and 791 Arundel Street (the “Lands”), as illustrated on the attached Location Plans, to Terralux General Contractors and Development Limited.

Confidential Memorandum from Joel DePeuter, Director - Development Services **(Distributed Separately to Members of Council, City Manager, City Solicitor and Commissioner - Growth only)**

WITH RESPECT to Report 161-2026 – Growth – Development Services – Realty Services, we recommend that the City-owned surplus property, municipally known as 144 Fanshaw Street and legally described as Parcel Block-1 Section M325; Block L Plan M325 McIntyre; Thunder Bay, be sold to Terralux General Contractors and Development Limited or any permitted assignee for the sum of \$969,000.00 for the purpose of a multi-residential development, subject to the terms and conditions recommended in this Report including successfully obtaining a Zoning By-law amendment and entering into a Site Plan Control Agreement and a Repurchase Agreement with the City prior to closing;

AND THAT the City-owned surplus property, municipally known as 300 Tokio Street and legally described as Part Lot 4, Concession A, Being Part Of Parts 1, 2, & 3 55R-10186, Part of Picton Avenue Plan M37 Being Parts 7 & 8 55R-9082 closed by LT135107, Lots 81-107 Plan M37, Lots 113 – 125 Plan M37, Part Lot 108 Plan M37 except Part 13 55R-9082, Part Lot 109 Plan M37 except Part 12 55R-9082, Part Lots 110 & 111 Plan M37 except Part 11 55R-9082, Part Lot 112 Plan M37 except Part 10 55R-9082, Part of Junot Avenue Plan M37, being Parts 5, 6 & 13 55R-2984 closed by LT135107, Part of Picton Avenue Plan M37, being Part 2 55R-2984 Part Lot 112 Plan M37 except Part 10 55R-9082, Part of Junot Avenue Plan M37, being Parts 5, 6 & 13 55R-2984 closed by LT135107, Part of Picton Avenue Plan M37, being Part 2 55R-2984 closed by LT135107, Part of Tokio Street Plan M37, being Part of Part 14 55R-2984 closed by LT135107, Part of Tokio Street Plan M37, being Part of Part 15 55R-2984 closed by F53897, Part of lanes Plan M37, being Parts 3 & 4 55R-2984 closed by LT135107, Part of Junot Avenue Plan M37, being Part 12 55R-2984 closed by F53897; City of Thunder Bay, be sold to Terralux General Contractors and Development Limited or any permitted assignee for the sum of \$2,137,500.00 for the purpose of a multi-residential development, subject to the terms and conditions recommended in this Report including entering into a Site Plan Control

Agreement and a Repurchase Agreement with the City prior to closing;

AND THAT the City-owned surplus property, municipally known as 791 Arundel Street and legally described as Part Lot C, Plan PA59, S of Arundel St, E of 55R3639 except Plan 818; Thunder Bay, be sold to Terralux General Contractors and Development Limited or any permitted assignee for the sum of \$2,159,000.00 for the purpose of a multi-residential development, subject to the terms and conditions recommended in this Report including successfully obtaining a Zoning By-law amendment and entering into a Site Plan Control Agreement and a Repurchase Agreement with the City prior to closing;

AND THAT the Director - Development Services be authorized to execute any and all documentation required in order to finalize the transactions;

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

**6.7 Negotiated Procurement Method – Beverly Street Parking Lot** 155 - 157

Report 142-2026 - Infrastructure & Operations - Engineering recommending the use of the Negotiation method, pursuant to section 6.02 of the Supply Management By-Law 359-2024, be approved to procure the work required to complete the Beverly Street Parking Lot.

WITH RESPECT to Report 142-2026-Infrastructure & Operations-Engineering, we recommend the use of the Negotiation method, pursuant to section 6.02 of the Supply Management By-Law 359-2024, be approved to procure the work required to complete the Beverly Street Parking Lot project up to the maximum budgeted value of \$2,000,000.00, (inclusive of HST);

AND THAT the City Manager be authorized to sign all documentation related to this matter;

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

**7. By-laws and By-law Resolution**

**7.1 By-law 087-2026 - A By-law to establish an Emergency Management Program and Emergency Plan – Repeal and Replace** 158 - 191

A By-law to establish an Emergency Management Program and Emergency Plan and to identify key individuals for the protection of public safety, health, environment, critical infrastructure and to promote economic stability and a disaster resilient community in the City of

Thunder Bay, in the District of Thunder Bay, and to repeal By-law 76-2021 and By-law 81-2021.

- 7.2 By-law 129-2026 – Appointment of Chief of Fire** 192 - 193  
A By-law to provide for the appointment of a Chief of Fire for Thunder Bay Fire Rescue and The Corporation of the City of Thunder Bay.
- 7.3 By-law 149-2026 – A by-law to amend By-law 011-2007 to Update the Appointment of Officers.** 194 - 195  
A By-law to amend By-law 011-2007, being a By-law to Appoint Officers for The Corporation of the City of Thunder Bay (Development Services Department/Finance Department) to update the Appointment of Officers.
- 7.4 By-law 152-2026 – Appointment of Persons to Enforce Parking** 196 - 197  
A By-law to amend By-law Number 99-2005, being a By-law to appoint Municipal Law Enforcement Officers for The Corporation of the City of Thunder Bay for the Enforcement of Municipal Parking By-laws.
- 7.5 By-law 163-2026 – A By-law to amend By-law 011-2007 being a by-law to update the appointment of Officers** 198 - 199  
A By-law to amend By-law 011-2007, being a by-law to Appoint Officers for The Corporation of the City of Thunder Bay, to update the appointment of Officers.
- 7.6 By-law Resolution**  
By-law Resolution - Tuesday, April 7, 2026 - City Council

THAT the following By-laws be introduced, read, dealt with individually, engrossed, signed by the Mayor and Clerk, sealed and numbered:

By-law Number: 87- 2026

1. A By-law to establish an Emergency Management Program and Emergency Plan – Repeal and Replace

By-law Number: 129- 2026

2. A By-law to provide for the appointment of a Chief of Fire for Thunder Bay Fire Rescue

By-law Number: 149- 2026

3. A by-law to amend By-law 011-2007 to Update the Appointment of Officers.

By-law Number: 152- 2026

4. A By-law to amend By-law Number 99-2005, being a By-law to appoint Municipal Law Enforcement Officers

By-law Number: 163- 2026

5. A By-law to amend By-law 011-2007 being a by-law to update the appointment of Officers

**8. New Business**

**9. Confirming By-law and Confirming By-law Resolution**

**9.1 By-law 151-2026 – Confirming By-law – April 7, 2026**

200 - 201

A By-law to confirm the proceedings of a meeting of Council, this 7<sup>th</sup> day of April 2026.

**9.2 Confirming By-law Resolution**

Confirming By-law Resolution - April 7, 2026 - City Council

THAT the following By-law be introduced, read, dealt with individually, engrossed, signed by the Mayor and Clerk, sealed and numbered:

By-law Number: 151-2026

1. A By-law to confirm the proceedings of a meeting of Council, this 7<sup>th</sup> day of April, 2026

**10. Adjournment**



## City Council Meeting Minutes

**Tuesday, March 17, 2026, 6:50 p.m.**

**S.H. Blake Memorial Auditorium**

Present: Mayor Ken Boshcoff  
Councillor Rajni Agarwal  
Councillor Albert Aiello  
Councillor Shelby Ch'ng  
Councillor Kasey Etreni  
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  
Kelly Robertson, Commissioner - Community Services  
Cynthia Olsen, Acting Commissioner - Growth  
Katie Piché, Council & Committee Clerk

### **1. City Council**

Deputy Speaker: Councillor Greg Johnsen

### **2. Opening Ceremonies**

#### **2.1 Land Acknowledgement**

Councillor Shelby Ch'ng provided a land acknowledgement.

**2.2 Moment of Silent Reflection**

**2.3 National Anthem**

Berlyn Hergert, youth soloist from All the Daze Productions performed the National Anthem.

**3. Disclosures of Interest**

Aside from those disclosures already recorded in the previous minutes as presented here, no additional disclosures of interest were announced.

**4. Consent Agenda**

**4.1 Confirmation of Agenda**

Confirmation of Agenda - March 17, 2026 - City Council

**4.2 Minutes of Previous City Council Meeting**

The Minutes of the following Meetings of the Thunder Bay City Council, to be confirmed:

1. The Thunder Bay City Council held on March 3, 2026 was distributed separately on Friday, March 13, 2026.

**4.3 Minutes of Previous Special Committee of the Whole Meeting**

Minutes of Special Committee of the Whole-Closed Session held on March 3, 2026, to be confirmed was distributed separately on Friday, March 13, 2026.

**4.4 Finance & Administration Standing Committee Minutes**

Minutes of the March 10, 2026 Finance & Administration Standing Committee, for information was distributed separately on Friday, March 13, 2026.

**4.5 Non-Business Meeting Minutes**

Non-Business Meeting Minutes, held on March 10, 2026, for information was distributed separately on Friday, March 13, 2026.

**4.6 Northwood Ward Meeting Minutes**

Minutes of Meeting 01-2026 of the Northwood Ward, held on February 26, 2026, to be confirmed.

**4.7 The District of Thunder Bay Social Services Administration Board Minutes**

Minutes of Meeting 01-2026 of the District of Thunder Bay Social Services Administration Board, held on January 15, 2026, for information.

**4.8 Lakehead Region Conservation Authority Minutes**

Minutes of the Lakehead Region Conservation Authority, held on January 28, 2026, for information.

**4.9 Mayor's Taskforce on Building More Homes Advisory Committee Minutes**

Minutes of Meeting 01-2026 of the Mayor's Taskforce on Building More Homes Advisory Committee, held on January 21, 2026, for information.

**4.10 Application for Cancellation, Reduction or Refund of Taxes Under Section 357 of the Municipal Act**

Report 033-2026-Corporate Service-Revenue recommending that the cancellation, reduction or refund of taxes totaling \$15,361.00 as outlined in the Report be approved.

Confidential Memorandum from Manager-Billing & Collection Chantal Harris, dated March 3, 2026, for information was distributed separately to Members of Council, City Manager, City Solicitor and Commissioner-Corporate Services only on Friday, March 13, 2026.

**4.11 Application for Cancellation, Reduction or Refund of Taxes Under Section 358 of the Municipal Act**

Report 035-2026-Corporate Services-Revenue recommending that the cancellation, reduction or refund of taxes totaling \$3,201.89 due to gross or manifest errors in the preparation of the assessment rolls as outlined in the Report be approved.

Confidential Memorandum from Manager-Billing & Collection Chantal Harris, dated March 3, 2026, for information was distributed separately to Members of Council, City Manager, City Solicitor and Commissioner-Corporate Services only on Friday, March 13, 2026.

**4.12 Uncollectible Accounts 2025**

Report 036-2026-Corporate Services-Revenue recommending that the uncollectible accounts, which remain unpaid on the 2025 receivable files, be written off.

Confidential Memorandum from Manager-Billing & Collection Chantal Harris, dated March 3, 2026, for information was distributed separately to Members of Council, City Manager, City Solicitor and Commissioner-Corporate Services only on Friday, March 13, 2026.

**4.13 Consent Agenda Resolution**

MOVED BY: Councillor Albert Aiello  
SECONDED BY: Councillor Kasey Etreni

WITH RESPECT to the Consent Agenda for the March 17, 2026 City Council meeting, we recommend that the following items be confirmed:

1. Confirmation of Agenda
2. Minutes of Previous City Council Meeting
3. Minutes of Previous Special Committee of the Whole Meeting
4. Finance & Administration Standing Committee Minutes
5. Non-Business Meeting Minutes
6. Northwood Ward Meeting Minutes
7. The District of Thunder Bay Social Services Administration Board Minutes
8. Lakehead Region Conservation Authority Minutes
9. Mayor's Taskforce on Building More Homes Advisory Committee Minutes

10. Application for Cancellation, Reduction or Refund of Taxes Under Section 357 of the Municipal Act

11. Application for Cancellation, Reduction or Refund of Taxes Under Section 358 of the Municipal Act

12. Uncollectible Accounts 2025

For (10): Mayor Ken Boshcoff, Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Shelby Ch'ng, Councillor Kasey Etrene, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (3): Councillor Mark Bentz, Councillor Andrew Foulds, and Councillor Trevor Giertuga

CARRIED (10 to 0)

## **5. Items Arising from Closed Session**

### **5.1 Contract Related Matter - Contribution Agreement**

2026CLS.006 (Community Services-Transit) was previously presented in Special Committee of the Whole-Closed Session held earlier in the evening.

MOVED BY: Councillor Albert Aiello

SECONDED BY: Mayor Ken Boshcoff

WITH RESPECT to Report 2026CLS.006 (Community Services-Transit), we recommend that the Corporation of the City of Thunder Bay receive the funding as indicated in this Report;

AND THAT the Commissioner, Community Services be authorized to execute any agreements in relation to this funding.

For (10): Mayor Ken Boshcoff, Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Shelby Ch'ng, Councillor Kasey Etrene, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (3): Councillor Mark Bentz, Councillor Andrew Foulds, and Councillor Trevor Giertuga

CARRIED (10 to 0)

## **5.2 Property Related Matter - Art Gallery Update**

2026CLS.008 (Corporate Services/Growth) was previously presented in Special Committee of the Whole-Closed Session held earlier in the evening.

MOVED BY: Councillor Shelby Ch'ng

SECONDED BY: Councillor Brian Hamilton

WITH RESPECT to Report 2026CLS.008 (Corporate Services/Growth), we recommend that the Funding Agreement between The Corporation of the City of Thunder Bay and Thunder Bay Art Gallery dated the 3rd day of October 2025, be amended as set out in this Report, including a deferral of the Weather Tight milestone from April 30, 2026 to August 31, 2026 and such other related amendments to the Funding Agreement, where impacted by the deferred date, as needed;

AND THAT the City Treasurer be authorized to execute the Funding amendment agreement, and any related documentation to enact the amendments to the Funding Agreement;

AND THAT the lease between The Corporation of the City of Thunder Bay and Thunder Bay Art Gallery dated the 24th day of April 2023, be amended as set out in this Report, including deferral of the Weather Tight milestone from April 30, 2026 to August 31, 2026;

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

For (9): Mayor Ken Boshcoff, Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Shelby Ch'ng, Councillor Kasey Etreni, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, and Councillor Dominic Pasqualino

Against (1): Councillor Michael Zussino

Absent (3): Councillor Mark Bentz, Councillor Andrew Foulds, and Councillor Trevor Giertuga

CARRIED (9 to 1)

## **5.3 Board Appointment - Tbaytel Board of Directors**

Confidential Memorandum from Councillor Albert Aiello Chair-Thunder Bay Recruitment Committee dated March 11, 2026 was previously presented

in Special Committee of the Whole-Closed Session held earlier in the evening.

MOVED BY: Councillor Michael Zussino

SECONDED BY: Councillor Albert Aiello

WITH RESPECT to the Confidential Memorandum from Councillor Albert Aiello-Chair- Thunder Bay Recruitment Committee, dated March 11, 2026, we recommend that the following person be appointed:

- Paul Fitzpatrick be appointed for a 3 year term, expiring June 30, 2029, or until such time as a replacement has been appointed.

For (10): Mayor Ken Boshcoff, Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Shelby Ch'ng, Councillor Kasey Etreni, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (3): Councillor Mark Bentz, Councillor Andrew Foulds, and Councillor Trevor Giertuga

CARRIED (10 to 0)

## 6. Reports of Administration

### 6.1 Annual Report on Council Board and Committee Expenses 2025

Report 081-2026-Corporate Services-Finance, reporting on remuneration and expenses as required under Section 284 of the Municipal Act, 2001, for information was distributed separately on Friday, March 13, 2026.

### 6.2 Cargo Van for Temporary Shelter Village Operations - Budget Appropriation 9-2026

Report 147-2026-Growth-Strategy & Engagement recommending that Appropriation 9-2026, to create a capital project in the amount of \$70,000 for a cargo van to support the Temporary Shelter Village operational transportation needs, funded through the Health Canada – Emergency Treatment Fund Grant, be approved was distributed separately on Friday, March 13, 2026.

MOVED BY: Councillor Shelby Ch'ng  
SECONDED BY: Councillor Kristen Oliver

WITH RESPECT to Report 147-2026, we recommend that Appropriation 9-2026, to create a capital project in the amount of \$70,000 for a cargo van to support the Temporary Shelter Village operational transportation needs, funded through the Health Canada – Emergency Treatment Fund Grant, be approved;

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

For (10): Mayor Ken Boshcoff, Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Shelby Ch'ng, Councillor Kasey Etrene, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (3): Councillor Mark Bentz, Councillor Andrew Foulds, and Councillor Trevor Giertuga

CARRIED (10 to 0)

## 7. New Business

### 7.1 Establishment of a Special Committee of the Whole - Open Session Meeting on Tuesday, March 31, 2026 and a Special Committee of the Whole - Closed Session Meeting on Tuesday, April 7, 2026

Memorandum from Jeff Walters, Manager – Legislative Services and Deputy City Clerk, dated March 12, 2026 containing a recommendation to establish a Special Committee of the Whole - Open Session Meeting on Tuesday, March 31, 2026 to receive information on Designated Encampment Sites and the Use of Public Spaces By-law.

The following resolution is presented to establish a Special Committee of the Whole - Open Session Meeting on Tuesday, March 31, 2026 and a Special Committee of the Whole - Closed Session Meeting on Tuesday, April 7, 2026.

MOVED BY: Mayor Ken Boshcoff  
SECONDED BY: Councillor Dominic Pasqualino

WITH RESPECT to the Memorandum from Jeff Walters, Manager – Legislative Services and Deputy City Clerk, dated March 12, 2026, we recommend that a Special Committee of the Whole meeting be established on Tuesday, March 31, 2026 to commence at 6:30 p.m.;

AND THAT the 2026 Calendar of Meetings be updated accordingly;

AND THAT a Special Committee of the Whole – Closed Session meeting be scheduled for Tuesday, April 7, 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.

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

For (10): Mayor Ken Boshcoff, Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Shelby Ch'ng, Councillor Kasey Etrene, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (3): Councillor Mark Bentz, Councillor Andrew Foulds, and Councillor Trevor Giertuga

CARRIED (10 to 0)

## **8. Confirming By-law and Confirming By-law Resolution**

### **8.1 By-law 105-2026 – Confirming By-law – March 17, 2026**

A By-law to confirm the proceedings of a meeting of Council, this 17<sup>th</sup> day of March 2026.

### **8.2 Confirming By-law Resolution**

Confirming By-law Resolution - March 17, 2026 - City Council

MOVED BY: Councillor Kristen Oliver

SECONDED BY: Councillor Kasey Etrene

THAT the following By-law be introduced, read, dealt with individually, engrossed, signed by the Mayor and Clerk, sealed and numbered:

By-law Number: 105-2026

1. A By-law to confirm the proceedings of a meeting of Council, this 17<sup>th</sup> day of March, 2026.

For (10): Mayor Ken Boshcoff, Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Shelby Ch'ng, Councillor Kasey Etrene, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (3): Councillor Mark Bentz, Councillor Andrew Foulds, and Councillor Trevor Giertuga

CARRIED (10 to 0)

**9. Adjournment**

The meeting adjourned at 7:14 p.m.

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Deputy Speaker

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City Clerk



## Special Committee of the Whole Meeting Minutes

**Tuesday, March 17, 2026, 4:31 p.m.  
McNaughton Room - 3rd Floor, City Hall**

Present: Mayor Ken Boshcoff  
Councillor Rajni Agarwal  
Councillor Albert Aiello  
Councillor Shelby Ch'ng  
Councillor Kasey Etrene  
Councillor Brian Hamilton  
Councillor Greg Johnsen  
Councillor Dominic Pasqualino  
Councillor Michael Zussino

Officials: Krista Power, Director - Legislative Services & City Clerk  
John Collin, City Manager  
Patty Robinet, City Solicitor

### **1. Special Committee of the Whole - Open Session**

#### **1.1 Establishment of Special Committee of the Whole - Closed Session**

At the March 3, 2026 City Council meeting, the following resolution was presented to establish the March 17, 2026 Committee of the Whole - Closed Session Meeting:

MOVED BY: Councillor Greg Johnsen  
SECONDED BY: Councillor Dominic Pasqualino

THAT a Special Committee of the Whole – Closed Session meeting be scheduled for Tuesday, March 17, 2026 at 4:30 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;

- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and
- (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; and
- (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.

**1.2 Amendment - Establishment of Special Committee of the Whole - Closed Session**

The following resolution is presented to amend the purpose of the March 17, 2026 Committee of the Whole - Closed Session meeting:

MOVED BY: Mayor Ken Boshcoff  
SECONDED BY: Councillor Greg Johnsen

WITH RESPECT to the resolution to establish the Tuesday March 17, 2026 Committee of the Whole – Closed Session, we recommend that the following reasons be added:

- (a) the security of the property of the municipality or local board;
- (h) Information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them; and
- (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

CARRIED

**1.3 Amended - Establishment of Special Committee of the Whole - Closed Session**

MOVED BY: Councillor Greg Johnsen  
SECONDED BY: Councillor Dominic Pasqualino

THAT a Special Committee of the Whole – Closed Session meeting be scheduled for Tuesday, March 17, 2026 at 4:30 p.m. in order to receive information pursuant to the Municipal Act (Section 239 (2)) relative to:

- (a) the security of the property of the municipality or local board;
- (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;
- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
- (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (h) Information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;
- (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- (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; and
- (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.

CARRIED

**2. Committee of the Whole - Closed Session in the McNaughton Room at 4:33 p.m.**

Present:

- Mayor Ken Boshcoff
- Councillor Rajni Agarwal
- Councillor Albert Aiello
- Councillor Shelby Ch'ng
- Councillor Kasey Etrene
- 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

**3. Disclosures of Interest**

**4. Confirmation of Agenda**

MOVED BY: Councillor Greg Johnsen

SECONDED BY: Councillor Albert Aiello

WITH RESPECT to the March 17, 2026 Special Committee of the Whole - Closed Session meeting, we recommend that the agenda as printed, including one item of new business, be confirmed;

AND THAT the order of the agenda be altered to add New Business as Item 4 and move Board Appointment to Item 5.

CARRIED

**5. Reports of Municipal Officers**

**5.1 Contract Related Matter - Contribution Agreement**

Commissioner-Community Services Kelly Robertson and Commissioner- Keri Greaves entered the meeting room.

Report 2026CLS.006 (Community Services) was distributed separately to Members of Council, City Manager, City Solicitor and Commissioner- Corporate Services & City Treasurer only on Friday, March 13, 2026.

Commissioner-Community Services Kelly Robertson provided an overview and responded to questions.

City Manager John Collin responded to questions.

It was consensus of Committee to proceed as directed.

The City Clerk advised that the resolution will be presented to City Council to be held later in the evening.

Kelly Robertson left the meeting room.

## **5.2 Property Related Matter - Art Gallery Update**

Director-Development Services Joel DePeuter, Director- Finance Andrea Morrison, Commissioner-Infrastructure & Operations Kayla Dixon, Deputy City Solicitor Cynthia Cline and Acting Commissioner-Growth Cynthia Olsen entered the meeting room.

Report 2026CLS.008 (Corporate Services/Growth) was distributed separately to Members of Council, City Manager, City Solicitor, Commissioner- Corporate Services & City Treasurer and Commissioner – Growth only on Friday, March 13, 2026.

Commissioner-Corporate Services and City Treasurer Keri Greaves provided an overview and responded to questions.

Joel DePeuter, Andrea Morrison and Deputy City Solicitor Cynthia Cline responded to questions.

It was consensus of Committee to proceed as directed.

The City Clerk advised that the resolution will be presented to City Council to be held later in the evening.

Joel DePeuter and Andrea Morrison left the meeting room.

## **5.3 Property Tax Related Matter**

Director-Revenue Kathleen Cannon and Commissioner-Community Services Kelly Robertson entered the meeting room.

Outside Counsel Allan McKittrick and Annie McKittrick entered the meeting room.

Report 2026CLS.009 (Legal Services/Corporate Services) was distributed separately to Members of Council, City Manager, City Solicitor and Commissioner- Corporate Services & City Treasurer only on Friday, March 13, 2026.

Commissioner - Corporate Services and City Treasurer Keri Greaves provided an overview.

Director - Revenue Kathleen Cannon provided an overview and responded to questions.

Allan McKitrick responded to questions.

City Manager John Collin, City Solicitor Patty Robinet and Keri Greaves responded to questions.

A motion recommending an alternate option relative to the property tax related matter was defeated.

Keri Greaves, Cynthia Cline, Kayla Dixon, Kathleen Cannon, Cynthia Olsen, Allan McKitrick and Annie McKitrick left the meeting room.

#### **5.4 New Business - Legal Matter**

Deputy City Solicitor Dawne Latta entered the meeting room.

Deputy City Solicitor Dawne Latta provided a verbal overview and responded to questions.

City Solicitor Patty Robinet provided information and responded to questions.

City Manager John Collin responded to questions.

Dawne Latta and Kelly Robertson left the meeting room.

#### **5.5 Board Appointment - Tbaytel Board of Directors**

Confidential Memorandum from Councillor Albert Aiello, Chair-Thunder Bay Recruitment Committee, dated March 11, 2026 was distributed separately to Members of Council, City Manager and City Solicitor only on Friday, March 13, 2026.

A referral motion recommending an alternate option relative to recruitment was defeated.

It was consensus of Committee that Administration proceed as directed.

The City Clerk advised that the resolution will be presented at the City Council meeting to be held later in the evening.

#### **6. Adjournment**

The meeting adjourned at 6:44 p.m.



## Quality of Life Standing Committee Meeting Minutes

**Tuesday, March 24, 2026, 7:00 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  
Michael Grimaldi, 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  
Louisa Costanzo, Manager - Community Safety & Wellbeing -  
Growth  
Karen Kerk, CityStudio Coordinator - Growth  
Dave Tarini, Acting Fire Chief – Infrastructure & Operations  
Robert Wark, Division Chief - Fire Administration - Infrastructure &  
Operations  
Yvonne Opoku, Council & Committee Clerk

**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**

Councillor Greg Johnsen provided a land acknowledgement.

**3. Disclosures of Interest**

**4. Confirmation of Agenda**

MOVED BY: Councillor Shelby Ch'ng  
SECONDED BY: Councillor Andrew Foulds

WITH RESPECT to the Tuesday, March 24, 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. Presentations**

**5.1 Poverty Reduction Strategy**

Bonnie Kryswaty, Director of Community Projects and Initiatives, Lakehead Social Planning Council, appeared before Committee, provided a PowerPoint presentation, and responded to questions.

**6. Minutes of Previous Meetings**

Minutes of Quality of Life Standing Committee, held on Tuesday, February 10, 2026, for information.

**7. Reports of Administration**

**7.1 CityStudio Pilot – Project Summary**

Report 65-2026 - Growth- Strategy & Engagement providing a final report and key learnings from the City Studio Thunder Bay (CS Thunder Bay) pilot project.

Karen Kerk, CityStudio Coordinator and Zulik Nguyen, CityStudio participant, appeared before committee, provided a PowerPoint presentation and responded to questions.

## **7.2 Emergency Management Program**

Report 25-2026 - Infrastructure & Operations – Thunder Bay Fire Rescue, seeking endorsement from the Quality of Life Standing Committee of the Emergency Management Program which will guide municipal emergency preparedness, response, and recovery activities, was distributed separately on Friday, March 20, 2026.

MOVED BY: Councillor Shelby Ch'ng  
SECONDED BY: Councillor Greg Johnsen

WITH RESPECT to Report 025-2026-Infrastructure & Operations-Thunder Bay Fire Rescue, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT City Council approve draft By-law 087-2026, including the City of Thunder Bay Emergency Management Program, Emergency Management Plan and Strategy, as attached to this report;

AND THAT By-law 76/2021 (Emergency Plan By-law), as amended, be repealed;

AND THAT City Council enacts the new Emergency Management Program By-law, being By-law 087-2026;

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

CARRIED

## **8. Adjournment**

The meeting adjourned at 7:38 P.M.



## Ward Meeting Minutes

**Wednesday, February 11, 2026, 7:00 p.m.**  
**Oliver Road Community Centre**  
**563 Oliver Rd.**

**1. McKellar Ward Meeting 01-2026**

Chair: Councillor Brian Hamilton

**2. Resource Persons**

Wendy Handy, Coordinator - Boards, Committees & Special Projects  
Gordon Stover, Committee & Meeting Management System Coordinator

**3. Welcome and Opening Remarks**

The Chair welcomed those in attendance, introduced Administration and provided introductory comments. The Chair provided a land acknowledgment and a moment of silence was held in honour of the victims in Tumbler Ridge, British Columbia.

The Chair acknowledged the passing of Vern Seymour as a contributor to municipal politics.

There were approximately 17 people in attendance.

**4. Minutes of Previous Meeting**

Minutes of the McKellar Ward meeting held on Sept 10, 2025, for information.

**5. 2026 Draft Budget Overview**

The Chair provided an overview of the 2026 Operating and Capital Budgets. It was noted the budget passed with an increase of 4% to the tax levy, and that this was above the Council requested 2.6%. A discussion was held regarding the factors that caused the increase and what is outside of the control of Council, including Police Services.

The Chair provided a summary of projects planned for the McKellar Ward area, approved through the 2026 budget process:

- Victoria Ave will be open by Fall 2026
- Simpson Street will be closed for several weeks to complete 2025 improvements
- Charry's Corner parkette updates are moving forward
- University area trail being build near St. Andrew's cemetery
- McMillian Street lead service connection
- Cumberland/Waterfront construction continues
- Pacific Ave bridge repairs

A safety concern was raised regarding the Pacific Ave bridge, and whether it could be widened for safer pedestrian traffic on the sidewalk.

## **6. Ward and City Issues**

### **6.1 Dease Street Pool Site**

Will any development happen in the old pool site?

Discussion was held relative to future uses of the Dease Pool site, given the challenges around park alignment and road safety.

### **6.2 Simpson Street - Surveillance**

Will there be increased surveillance in the Simpson Street area as there was an increase in crime during construction?

A discussion was held in relation to increase in natural surveillance due to increased traffic to the area once construction is completed.

### **6.3 Increased Crime in Ward**

A discussion was held relative to increase rates of crime and vandalism throughout the Ward.

### **6.4 Tbaytel Dividend**

A discussion was held relative to the City using Tbaytel funds to support City projects that encourage youth engagement and support families to access affordable options.

### **6.5 Homelessness**

A resident asked how many beds are available for couples and people with pets, as folks end up in hotels.

A discussion was held relative to how emergency shelters are made available during extreme weather events. Further information was shared regarding future housing plans and goals for affordable housing.

#### **6.6 Transit**

A discussion was held relating to the troubles that are being experienced by Transit users, including cancelled busses, little to no notice, getting stranded by cancelled busses, and reduced routes.

The Chair polled those in attendance to get an idea of whether more routes with cancellations is better than few routes with longer waits, but more stable operations. The response was that more reliable operations was more important. The Chair shared initiatives being taken to try to improve transit services and support employees.

#### **6.7 Synergy North**

A resident asked if there was any information about the company cutting power to legal tenants at the request of the landlord.

The Chair acknowledged the question and take it back for further discussion and follow up.

#### **6.8 Council Divisiveness**

A resident raised a concern about the divisive nature of the current Council as seen with split votes, and the need for better decorum.

### **7. Adjournment**

The Chair shared that a final McKellar Ward meeting for this term of Council will be held at the end of April.

The meeting adjourned at 8:27pm.



## Ward Meeting Minutes

**Thursday, March 5, 2026, 7:00 p.m.**  
**North McIntyre Rec Centre**  
**2051 Government Road**

**1. McIntyre Ward Meeting 01-2026**

Chair: Councillor Albert Aiello

**2. Resource Persons**

Sergeant Justin Dubuc , Thunder Bay Police Service

Yvonne Opoku, Council & Committee Clerk

Lori Wiitala , Committee Clerk & Legislative Specialist

**3. Welcome and Opening Remarks**

The Chair welcomed those in attendance, introduced Administration and the Guest, and provided introductory comments.

There were approximately 20 people in attendance.

**4. Minutes of Previous Meeting**

Minutes of the McIntyre Ward meeting held on October 1, 2025, for information.

**5. 2026 Budget Overview**

The Chair provided an overview of the new governance structure, including the Standing Committees, which were implemented in September.

Discussion was held relative to the capital and operating budgets. It was noted that the budget passed with an increase of 4% to the tax levy, which was above the 2.6% increase originally requested by Council. The Chair explained that this

resulted from cost increases associated with outside agencies, boards, and commissions that are beyond the City's direct control.

Further discussion was held relative to the specific factors driving the increase. It was noted that safety and security requirements have risen due to mental health issues, the opioid crisis, and domestic violence. Further, an attendee raised concerns regarding the City's overall spending, specifically citing the high cost of infrastructure such as bus shelters; in response, it was explained that rising global costs for materials and labour have significantly impacted the budgets for such projects.

## **6. Designated Truck Route Enforcement Review**

Sergeant Justin Dubuc provided an overview of the Designated Truck Route (DTR), which came into effect on October 1, 2025. Discussion was held relative to the goal of the policy, which is to redirect heavy commercial trucks from residential and business areas onto the Trans-Canada Highway to improve safety, reduce noise, and decrease road wear.

Sergeant Dubuc noted that certain vehicles, such as passenger buses, vehicles operating on behalf of the City, and delivery vehicles, are exempt from these restrictions. Discussion was held relative to enforcement measures under the Ontario Highway Traffic Act. It was noted that the use of demerit points and impacts on a company's Commercial Vehicle Operator's Registration (CVOR) serve as effective deterrents. Residents expressed satisfaction with the current enforcement of the policy and were encouraged to use the non-emergency contact number to report any non-compliant truck traffic.

## **7. Ward & City Issues**

### **7.1 Snow Removal**

Concerns were raised regarding the frequency of snow clearing on local roads, specifically that snow is not cleared daily. The Chair clarified the City's policy, noting that priority is given to major roads, transit routes, and emergency routes, with local streets scheduled for completion within a maximum of 72 hours. The Chair encouraged residents to use the Snowplow Status Map and to reach out to him directly should delays exceed the established service levels.

### **7.2 Roads and Infrastructure**

Discussion was held relative to the pothole situation within the City, with residents expressing concerns regarding the progressive deterioration of road conditions.

Concerns were raised regarding the unauthorized use of accessible parking spots. The Chair noted that enforcement measures, including ticketing, are actively utilized to deter unauthorized users and ensure spaces remain available for those with permits.

Regarding specific infrastructure projects, the Chair confirmed that the John Street project is scheduled for completion in 2026.

### **7.3 Encampment Sites**

Discussion was held relative to proposed encampment sites, with residents raising concerns regarding the potential impact on homelessness in the area.

### **7.4 Environmental Concerns**

Residents raised concerns regarding excessive salt application and potential water contamination in the Dog Lake Road area. It was noted that Administration will follow up on this matter.

## **8. Adjournment**

The meeting adjourned at 9:05 p.m.



**MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 03/2026  
OF**

**THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD**

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**DATE OF MEETING:** February 19, 2026

**TIME OF MEETING:** 10:10 a.m.

**LOCATION OF MEETING:** Microsoft Teams &  
3rd Floor Boardroom  
TBDSSAB Headquarters  
231 May Street South  
Thunder Bay, ON

**CHAIR:** Jim Vezina

**PRESENT:**

Albert Aiello  
Anne-Marie Bourgeault  
Shelby Ch'ng  
Gordon Cuthbertson  
Chris Eby  
Brian Hamilton  
Greg Johnson  
Kathleen Lynch  
Jim Moffat  
Dominic Pasqualino  
Don Smith  
Jim Vezina

**OFFICIALS:**

Ken Ranta, Chief Executive Officer  
Crystal Simeoni, Director, Integrated Social Services Division  
Richard Jagielowicz, Director, Corporate Services Division  
Dawnette Hoard, Manager, Child Care & Early Years Programs  
Aaron Park, Manager, Housing & Homelessness Programs  
Tomi Akinyede, Supervisor, Research & Social Policy  
Carole Lem, Communications & Engagement Officer  
Bindiya Patel, Communications Assistant  
Larissa Jones, Communications Assistant  
Glenda Flank, Recording Secretary

**REGRETS:**

Kasey Etrene  
Elaine Mannisto

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Note: For the purposes of the Minutes references to TBDSSAB or the Board refers to The District of Thunder Bay Social Services Administration Board of Directors as relevant to specific agenda items; references to TBDHC or the Board refers to the Directors of Thunder Bay District Housing Corporation as relevant to specific agenda items. References to CEO refer jointly to the Chief Executive Officer of TBDSSAB and Senior Administrator of TBDHC.

**BOARD (REGULAR SESSION) MEETING**

**DISCLOSURES OF INTEREST**

None.

### NEW BUSINESS

Greg Johnsen, Board Member requested that a discussion regarding having Administration attend budget discussions for the City of Thunder Bay and member municipalities Council meetings to discuss the TBDSSAB budget and respond to questions be added to the Agenda.

On consensus, this topic to be added to the March Agenda for discussion.

### CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 26/07

Moved by: Brian Hamilton  
Seconded by: Chris Eby

THAT with respect to the Board Regular and Closed Session meetings of The District of Thunder Bay Social Services Administration Board for February 19, 2026, we approve the agenda as presented;

AND THAT we approve any additional information and new business.

CARRIED

### DEPUTATIONS / PRESENTATIONS

None

### CLOSED SESSION MEETING

Administration recommended that the Board adjourn to a closed meeting relative to receipt of information with respect to a matter in respect of which a council, board, committee or other body may hold a closed meeting under another statute.

Resolution No. 26/08

Moved by: Albert Aiello  
Seconded by: Don Smith

THAT the Board adjourn to Closed Session relative to receipt of information with respect to a matter in which a council, board, committee or other body may hold a closed meeting under another statute regarding the Child Care Capital Funding Update.

CARRIED

At 10:24 am the meeting reconvened in Regular Session, Dawnette Hoard, Manager, Child Care & Early Years left the meeting and Aaron Park, Manager, Housing & Homelessness Programs joined the meeting.

## MINUTES OF PREVIOUS MEETINGS

### Board Meetings

Minutes of TBDSSAB Meeting No. 01/2026 (Regular Session) presented in Regular Session and Meeting No. 02/2026 (Closed Session) presented in Closed Session, held on January 15, 2026 were provided for confirmation.

Resolution No. 26/09

Moved by: Jim Moffat  
Seconded by: Anne-Marie Bourgeault

THAT the Minutes of Meeting No. 01/2026 (Regular Session) and Meeting No. 02/2026 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on January 15, 2026, respectively, be confirmed.

CARRIED

### Committee/Table Meetings

None

## REPORTS OF ADMINISTRATION

### Amalgamation of Community Housing Projects

Report No. 2026-02 (Integrated Social Services Division) was presented to the Board providing information regarding the transfer of assets of Chateaulac Housing Incorporated to Geraldton Municipal Housing Corporation.

Crystal Simeoni, Director, Integrated Social Services Division provided a brief overview of the process involved regarding the transfer of assets and responded to questions.

Resolution No. 26/10

Moved by: Jim Moffat  
Seconded by: Kathleen Lynch

THAT with respect to Report No. 2026-02 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, consent to the transfer of the assets of Chateaulac Housing Incorporated to Geraldton Municipal Housing Corporation.

AND THAT we authorize the Chief Executive Officer to execute any related documentation required.

AND THAT a copy of the resolution be provided to the Ministry of Municipal Affairs and Housing.

CARRIED

NOSDA Pooling Association Agreement

Report No. 2026-03 (Chief Executive Officer Division), was presented to the Board providing information regarding the NOSDA Pooling Association and Administration's recommendation to enter into an Association Agreement.

Ken Ranta, CEO provided a brief overview of the discussions held with NOSDA and the development of the Association Agreement, provided Administrations recommendation to approve the signing of the Agreement and responded to questions.

Resolution No. 26/11

Moved by: Brian Hamilton  
Seconded by: Albert Aiello

THAT with respect to Report No. 2026-03 (Chief Executive Officer Division), we The District of Thunder Bay Social Services Administration Board approve entering into an agreement with the Northern Ontario Service Deliverers' Association (NOSDA) Pooling Association to enable group access to federal and provincial housing development funding;

AND THAT we authorize the Board Chair and Chief Executive Officer to execute the NOSDA Association Agreement and any related documentation required;

AND THAT any District of Thunder Bay Social Services Administration Board project development opportunity considered for inclusion in the

NOSDA Pooling Association be brought to the Board for review and approval;

AND THAT any necessary By-law be presented to the Board for consideration.

CARRIED

At 10:39 am Tomi Akinyede, Supervisor, Research & Social Policy joined the meeting.

OrgCode Consulting Inc. Community  
Report on Homelessness

Report No. 2026-04 (Integrated Social Services Division), was presented to the Board providing the final Community Report prepared by OrgCode Consulting Inc.

Crystal Simeoni, Director, Integrated Social Services Division provided an overview of the report including the responses to OrgCode's survey provided to the community.

Tomi Akinyede, Supervisor, Research & Social Policy provided information regarding the development of information and materials regarding the survey conducted, results received and use of data and information results and responded to questions.

Aaron Park, Manager, Housing & Homelessness Programs provided information regarding the use of the information in developing the new TBDSSAB Housing and Homelessness Plan, use of data from reporting tool and responded to questions.

At 11:10 am Albert Aiello, Board Member left the meeting.

Ken Ranta, CEO provided further information, clarification and responded to questions.

2025 Fourth Quarter Operational Update

Report No. 2026-05 (Integrated Social Services Division), presented to the Board providing information containing the trends within TBDSSAB programs and services.

At 11:26 am Aaron Park, Manager, Housing & Homelessness Programs and Larissa Jones, Communications Assistant left the meeting and Albert Aiello, Board Member joined the meeting.

Crystal Simeoni, Director, Integrated Social Services Division provide a brief overview of the highlights from the 4<sup>th</sup> Quarter Operational Report and responded to questions.

Tomi Akinyede, Supervisor, Research & Social Policy provided further information and responded to questions.

Crystal Simeoni, Director, Integrated Social Services Division provided clarification.

At 11:32 am Tomi Akinyede, Supervisor, Research & Social Policy left the meeting.

#### 2025 Fourth Quarter Strategic Plan Update

Report No. 2026-06 (Chief Executive Officer Division) was presented to the Board providing the 2025 fourth quarter progress Update on the 2024-27 Strategic Plan.

Ken Ranta, CEO provided a brief overview of the completion of the strategic objectives.

At 11:39 am Larissa Jones, Communications Assistant joined the meeting.

#### Advocacy & Engagement Annual Update

Report No. 2026-07 (Chief Executive Officer Division) was presented to the Board providing the annual update regarding Advocacy & Engagement.

Ken Ranta, CEO provided a brief overview of the report, highlighting the number of advocacy reports completed and responded to questions.

#### Indigenous Advisory Table - Update

Ken Ranta, Chief Executive Officer provided a verbal update relative to the Indigenous Advisory Table relative to the number of participants recruited for the Advisory Table, the steps to continue with recruitment to complete the complement of Table Members and responded to questions.

Carole Lem, Communications & Engagement Officer provided an update on the organizations and stakeholders contacted and the methods of media used to communicate the recruitment information to the public.

Ken Ranta, CEO provided clarification on development of the Terms of Reference and

On consensus, Administration to provide the Board with the Terms of Reference for the Indigenous Advisory Table to assist in the recruitment of additional members for the Advisory Table.

CORRESPONDENCE

City of Thunder Bay Board Representation

City of Thunder Bay email received January 16, 2026 and Council Resolution was presented providing information regarding a change in representation on the TBDSSAB Board.

Ken Ranta, CEO provided an introduction to Shelby Ch'ng as returning Board Member replacing Ken Boshcoff.

BY-LAWS

None

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, March 19, 2026 at 10:00 a.m., in the 3<sup>rd</sup> Floor Boardroom, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario and via Microsoft Teams.

ADJOURNMENT

Resolution No. 26/12

Moved by: Shelby Ch'ng  
Seconded by: Gordon Cuthbertson

THAT the Regular Session Board Meeting No. 03/2026 of The District of Thunder Bay Social Services Administration Board, held on February 19, 2026, be adjourned at 12:00 p.m.

CARRIED

Chair



Chief Executive Officer



**APPROVED MEETING MINUTES –OPEN SESSION  
CEDC BOARD OF DIRECTORS**

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**Date:** Wednesday, January 21, 2026  
**Time:** 9:30 – 11:00 am  
**Location:** CEDC Boardroom or MS teams

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<b>Directors:</b>	<b>Officials:</b>
Mayor Boshcoff	Jamie Taylor, CEO, CEDC
Councillor Brian Hamilton- <b>virtual</b>	John Collin, City Manager
Roger Souckey – Chair	Tracy Hamalainen, Supervisor of Finance &
Eric Tribe – Vice-Chair	Administration and CEDC Board of Directors Recording
Lindsay Fenton -Secretary/Treasurer- <b>regrets</b>	Secretary
Denise Atkinson- <b>regrets</b>	
David Bruno - <b>regrets</b>	
Michael Fox	
Michelle Salo- <b>virtual</b>	

The Open Session meeting was called to order at 9:40 am

**1. Consensus Agenda items as follows (Chair)**

- 1.1. Approval of the Agenda for the January 21, 2026 meeting
- 1.2. Conflicts of interest, if any;
- 1.3. Approval of the Minutes of the November 26, 2025 meeting;
- 1.4. Governance Process – Global Governance Process GP-1 (no changes required);
- 1.5. Governance Process – Governing Style GP-2 (no changes required);
- 1.6. Board Governance – Global Board CEO Relationship BG-1 (no changes required);
- 1.7. Executive Limitations – acceptance of CEO Report EL – 1 General Executive Constraint; and
- 1.8. Executive Limitations – acceptance of CEO Report EL – 2 Treatment of Staff

Moved by: Mike Fox  
Seconded by: Eric Tribe  
CARRIED

**To** approve the agenda for January 21, 2026, CEDC Board of Director’s meeting;  
**AND TO** confirm that no conflicts of interest were declared;  
**AND TO** approve the minutes of November 16, 2025, CEDC Board of Director’s meeting;  
**AND TO** accept the recommendation of the Executive Committee that “no changes are required” to Governance Process – GP-1 Global Governance Process (no changes required);  
**AND TO** accept the recommendation of the Executive Committee that “no changes are required” to Board Governance – BG-1 Global Board CEO Relationship (no changes required);  
**AND TO** accept the recommendation of the Executive Committee that “no changes are required” to Governance Process – GP-1 Global Governance Process (no changes required);  
**AND TO** accept the recommendation of the Executive Committee that “no changes are required” to CEO Report EL – 1 General Executive Constraint  
**AND TO** accept the recommendation of the Executive Committee that “no changes are required” to CEO Report EL – 2 Treatment of Staff

**2. Approval of the Closed Session Resolutions (Chair)**

- 2.1. Resolution CL26-01 –Enhanced Tourism Marketing - TDF  
Moved by: Mike Fox  
Seconded by: Eric Tribe  
CARRIED
- 2.2. Resolution CL26-02 – Event Application – TDF  
Moved by: Michelle Salo  
Seconded by: Mayor Ken Boshcoff  
CARRIED

**3. Tourism Website (CEO)**

- The CEO provided an update on the tourism website development.
- A resolution was brought forward to approve the surplus request

3.1. Draft Resolution- Approval of Surplus Request

Moved by: Mike Fox  
Seconded by: Eric Tribe  
CARRIED

THAT the CEDC Board of Directors authorizes the CEO to use surplus funds to cover the costs related to the development of the new Tourism website.

AND that they approve the single sourcing of Firedog.

AND THAT the CEDC Board of Directors approves the surplus request of \$30,000 plus HST.

**4. Tourism Development Fund Update (CEO)- started agenda item at 9:06 am**

- 4.1. TIC Up-Date & Financials
  - The CEO provided an update on the approved projects at the December 2025 and January 2026 TIC meetings.
  - Expecting Q4 payment by end of February

**5. Strategic Plan Action Report Updates (CEO)**

- The CEO provided a presentation to the board on Q3 2025 and the 2026 overview.
- The board was provided with an overview of the KPI tracking for the new Strategic Plan.

The City Manager left the meeting at 10:32 am

**6. Welcoming Community Guide Update (CEO)**

- The CEO provided an update on the Welcoming Community Guide along with a presentation and results from the study.

**7. CEO Up-date (CEO)**

- 7.1. CEO Highlights

**7.1.1. Stakeholder Engagement**

- The Tourism Summit was held in Thunder Bay at the end of November.
- CEDC won the Industry Leader – Best Business Practices award from Destination Northern Ontario for the Tourism Development Fund.
- Attended the opening event and announcement for the New Indian Friendship Centre.
- Attended the Minister Hajdu event.
- Participating in the Airport Community Consultation committee.
- Met with the new CEO of Pulp and Paper
- Met with the new Executive Director of the Innovation Centre.
- Held a briefing meeting with Minister Holland related to the Nordic Mission.

**7.1.2. Activity Updates**

- Attended the final Council meeting for the City's Smart Action Plan and it was endorsed by City Council.
- Continuing the efforts of the Nordic mission and following up with businesses.
- Planning for a potential Inbound mission.
- Released strategic plan and presented to City Council on Jan 13.
- Participated in interviews for the CBC morning show and the City Minutes.
- Sharing the Strategic Plan with different stakeholders.
- Advocacy for the Rural Ontario Development program was successful, and Thunder Bay is now eligible
- Met with MEDJCT around forestry investment
- Lifestyle won Best Instagrammer through the Walleye.

**7.1.3. Program Updates**

- Update on the new agreement for the SBEC, Starter and Summer Company.
- Update on the immigration pilots.

**8. Information Only**

**8.1. 2026 Policy Review**

Adjournment

Moved by: Mike Fox

Seconded by: Michelle Salo

CARRIED

THAT the Board (Open Session) meeting of the Thunder Bay CEDC, held on January 21, 2026, be adjourned at 10:52 am.



**THUNDER BAY DISTRICT HEALTH UNIT  
BOARD OF HEALTH MEETING  
MINUTES**

**MINUTES OF THE MEETING:** February 18, 2026

**TIME OF MEETING:** 1:00 PM

**PLACE OF MEETING:** First Floor Boardroom / MS Teams

**CHAIR:** Mr. James McPherson

**BOARD MEMBERS PRESENT:**

- Mr. Grant Arnold
- Ms. Lucy Belanger
- Mr. Paul Malashewski
- Mr. James McPherson
- Mr. Jim Moffat
- Mr. Don Smith
- Dr. Mark Thibert
- Ms. Kristine Thompson
- Mr. Todd Wheeler

**REGRETS:**

- Ms. Cindy Brand
- Ms. Kasey Etreni
- Ms. Cynthia Olsen
- Ms. Donna Peacock

**RECORDER:**  
Ms. Lila McNeice, Executive Assistant, Secretary to the Board of Health

**ADMINISTRATION PRESENT:**

- Dr. Janet DeMille, Medical Officer of Health and Chief Executive Officer
- Ms. Laura Dennis, Manager – Vaccine Preventable Disease
- Ms. Diana Gowanlock, Director – Health Protection
- Mr. Dan Hrychuk, Director – Corporate Services
- Ms. Shannon Robinson, Director – Health Promotion
- Ms. Dana Wilson, Associate Director – Communications and Strategic Initiatives
- Ms. Shelley Oleksuk, Administrative Assistant – Health Promotion

**1. CALL TO ORDER AND LAND ACKNOWLEDGEMENT**

The Chair called the meeting to order at 1:01 PM.

**2. ATTENDANCE AND ANNOUNCEMENTS**

Regrets were received from Ms. Kasey Etreni, Ms. Cynthia Olsen, Ms. Donna Peacock, and Ms. Cindy Brand.

**3. DECLARATIONS OF CONFLICT OF INTEREST**

There were no declarations of conflict of interest.

**4. AGENDA APPROVAL**

Resolution No. 22-2026

**Moved By:** L. Belanger

**Seconded By:** J. Moffat

THAT the Agenda for the Regular Board of Health Meeting to be held on February 18, 2026, be approved.

CARRIED

**5. INFORMATION SESSION**

**5.1 Quality Improvement (QI) in Public Health**

D. Wilson presented to the Board of Health on Quality Improvement (QI) in public health and responded to questions and comments from the Board.

**6. MINUTES OF THE PREVIOUS MEETINGS**

**6.1 Thunder Bay District Board of Health**

Resolution No. 23-2026

**Moved By:** L. Belanger

**Seconded By:** J. Moffat

THAT the Minutes of the Thunder Bay District Board of Health (Annual, Regular and Closed Session) Meeting held on January 21, 2026, be approved.

CARRIED

**6.2 Board of Health Executive Committee**

The minutes of the Thunder Bay District Board of Health Executive Committee meeting held on January 7, 2026 were provided for information.

**6.3 Board of Health Ad Hoc Search Committee**

The Minutes of six Thunder Bay District Board of Health Ad Hoc Search Committee meetings held between September and December 2025 were provided for information.

## **7. MATTERS ARISING FROM THE MINUTES**

There were no matters arising from the previous meeting minutes.

## **8. BOARD OF HEALTH (CLOSED SESSION) MEETING**

Resolution No. 24a-2026

**Moved By:** L. Belanger

**Seconded By:** J. Moffat

THAT the Board of Health move into Closed Session to receive information relative to labour relations or employee negotiations.

CARRIED

At 1:22 PM, the Board of Health moved into Closed Session, and the following individuals left the meeting:

- Dr. Janet DeMille, Medical Officer of Health and Chief Executive Officer
- Ms. Laura Dennis, Manager – Vaccine Preventable Disease
- Ms. Diana Gowanlock, Director – Health Protection
- Ms. Shannon Robinson, Director of Health Promotion
- Ms. Shelley Oleksuk, Administrative Assistant – Health Promotion
- Ms. Dana Wilson, Associate Director – Communications and Strategic Initiatives
- Ms. Lila McNeice, Executive Assistant and Secretary to the Board of Health

At 1:29 PM, the above noted individuals returned to the meeting.

### **8.1 Closed Session Report**

The Chair reported that during the Closed Session, the Board received information relative to labour relations or employee negotiations.

## **9. DECISIONS OF THE BOARD**

### **9.1 Advocacy Related to Pneumococcal Vaccine Eligibility**

Dr. J. DeMille introduced Ms. Laura Dennis, Manager of Vaccine Preventable Disease, and presented Report No. 06-2026 containing a resolution concerning pneumococcal vaccine eligibility advocacy. Board members recommended engaging media to raise public awareness.

Resolution No. 25-2026

**Moved By:** L. Belanger

**Seconded By:** J. Moffat

WHEREAS invasive pneumococcal disease (IPD) is a serious and potentially life-threatening vaccine-preventable illness that can result in hospitalization, intensive care admission, long-term complications, and death; and

WHEREAS Thunder Bay District Health Unit has observed an increase in reported cases of IPD in recent years, with a significant proportion of cases requiring hospitalization and intensive care; and

WHEREAS local surveillance data indicate that individuals experiencing social and behavioural risk factors are disproportionately affected; and

WHEREAS current publicly funded pneumococcal vaccine eligibility criteria set by the Ontario Ministry of Health are primarily based on age and medical risk, and do not explicitly include certain social and behavioural risk factors associated with increased risk of invasive disease; and

WHEREAS expanding eligibility criteria may reduce morbidity and mortality, decrease health system pressures, and address health inequities among vulnerable populations;

THEREFORE BE IT RESOLVED THAT the Board of Health for the Thunder Bay District Health Unit formally request that the Minister of Health and Chief Medical Officer of Health review, in an expeditious manner, the current eligibility criteria for publicly funded pneumococcal vaccination for adults;

AND THAT the review considers the inclusion of individuals with social and behavioural risk factors associated with increased risk of invasive pneumococcal disease;

AND THAT a copy of this resolution be provided to the Minister of Health, the Chief Medical Officer of Health, local Members of Provincial Parliament, and Northern Ontario Boards of Health.

CARRIED

**10. COMMUNICATIONS FOR INFORMATION**

**10.1 Reports Previously Presented in Closed Session: 2025 IPAC Funding and 2025 Public Health Funding and Accountability Agreements**

D. Hrychuk presented two reports that had previously been considered in closed session, following the removal of the Ministry of Health's communications embargo.

**10.2 aIPHa Winter Symposium Report**

J. McPherson opened the floor to comments from Board members who attended the 2026 Winter Symposium, who agreed that the session was informative and beneficial to their roles, and expressed their gratitude for the opportunity to participate.

**10.3 Medical Officer of Health/CEO Update**

Dr. J. DeMille presented an MOH/CEO update memorandum and responded to questions and comments from the Board.

**11. NEXT MEETING**

The next regularly scheduled meeting will take place on March 18, 2026 at 1:00 PM.

**12. ADJOURNMENT**

Resolution No. 27-2026

**Moved By:** L. Belanger

**Seconded By:** J. Moffat

THAT the Board of Health meeting held on February 18, 2026, be adjourned at 1:49 PM.

CARRIED



**February LRCA Board Meeting**  
Lakehead Region Conservation Authority  
February 25, 2026, at 4:30 PM  
Thunder Bay Centennial Conservatory – 1601 Dease Street

**Members Present:**

Grant Arnold, Robert Beatty, Donna Blunt, Rudy Buitenhuis, Dan Calvert, Sheelagh Hendrick, Greg Johnsen, Brian Kurikka, Jim Vezina

**Members Not Present:**

Albert Aiello, Trevor Giertuga

**Also Present:**

Tammy Cook, Chief Administrative Officer  
Ryne Gilliam, Lands Manager  
Melissa Hughson, Watershed Manager  
Ryan Mackett, Communications Manager  
Jessie McFadden, Stewardship Manager/Biologist  
Melanie O'Riley, Administrative Clerk/Receptionist, recorder of Minutes

**1. CALL TO ORDER**

The Chair called the meeting to order at 4:30 p.m.

**2. ADOPTION OF AGENDA**

*THAT: the Agenda be adopted as published.*

**Motion: #31/26**

Motion moved by Sheelagh Hendrick and motion seconded by Dan Calvert. **CARRIED.**

**3. DISCLOSURE OF INTEREST**

None.

#### **4. MINUTES OF PREVIOUS MEETING**

*THAT: the Minutes of the Lakehead Region Conservation Authority 72nd Annual Meeting held on Wednesday, January 28, 2026 be adopted as published.*

**Motion: #32/26**

Motion moved by Dan Calvert and motion seconded by Sheelagh Hendrick. **CARRIED.**

#### **5. IN-CAMERA AGENDA**

No In-Camera meeting was held.

#### **6. BUSINESS ARISING FROM PREVIOUS MINUTES**

None.

#### **7. CORRESPONDENCE**

##### **7.1. Proposed Boundaries for the Regional Consolidation of Ontario's Conservation Authorities**

Correspondence received from the Township of Nipigon related to their submission regarding ERO posting #025-1257: Proposed Boundaries for the Regional Consolidation of Ontario's Conservation Authorities supporting the LRCA's position to become the Northwestern Ontario Regional Conservation Authority was noted.

#### **8. STAFF REPORTS**

##### **8.1. Kam River Erosion Control - Victor-Broadway - Operation, Maintenance and Surveillance Plan 2026**

Members reviewed and discussed Staff Report KAMEC-01-2026 which outlined the Kam River Erosion Control – Victor Broadway – Operation, Maintenance and Surveillance Plan for 2026.

*THAT: Staff Report KAMEC-01-2026 be received.*

**Motion: #33/26**

Motion moved by Sheelagh Hendrick and motion seconded by Dan Calvert. **CARRIED.**

##### **8.2. Victor Street Monitoring Reports – 2025**

Members reviewed and discussed Staff Report KAMEC-02-2026 related to the 2025 Victor Street Monitoring Reports.

*THAT: Staff Report KAMEC-02-2026 and the Victor Street Slope Monitoring Report, dated August 29, 2025, and the Victor Street Slope Monitoring Report, dated December 12, 2025 be received.*

**Motion: #34/26**

Motion moved by Sheelagh Hendrick and motion seconded by Dan Calvert. **CARRIED.**

### **8.3. Forest Management Plan: Annual Summary 2025**

Members reviewed and discussed Staff Report FORM-01-2026 which summarized the 2025 Forest Management Program. It was noted that the current LRCA Forest Management Plan expires on December 31, 2026; therefore, the Managed Forest Plan will be updated in 2026.

*THAT: Staff Report FORMG-01-2026 be received.*

**Motion: #35/26**

Motion moved by Dan Calvert and motion seconded by Robert Beatty. **CARRIED.**

### **8.4. Asset Management Plan Update 2025**

Members reviewed and discussed Staff Report LM-03-2026 which summarized the Asset Management Plan projects completed in 2025. It was noted that the Asset Management five-year update will be completed in 2026.

*THAT: Staff Report LM-03-2026 be received for information.*

**Motion: #36/26**

Motion moved by Dan Calvert and motion seconded by Robert Beatty. **CARRIED.**

## **9. CHIEF ADMINISTRATIVE OFFICER'S REPORT**

### **9.1. Monthly Treasurer's Report**

Members were provided with the monthly Treasurer's Report for January's Administration and Capital.

## **9.2. 2026 Board Meeting Schedule Update**

Members reviewed and discussed a proposed update to the 2026 Board Meeting Schedule.

*THAT: the 2026 LRCA Board Meeting Schedule, dated February 25, 2026 be approved.*

**Motion: #37/26**

Motion moved by Dan Calvert and motion seconded by Rudy Buitenhuis. **CARRIED.**

## **9.3. 2026 Remuneration of Members**

Members reviewed and discussed Board Policy BOD-06: Remuneration of Members related to an update to the Policy.

*THAT: Board Policy BOD-06: Remuneration of Members be amended as outlined in Staff Report Policy BOD-06-2026.*

**Motion: #38/26**

Motion moved by Dan Calvert and motion seconded by Brian Kurikka. **CARRIED.**

## **10. PASSING OF ACCOUNTS**

*THAT: having examined the accounts for the period January 1, 2026 to January 31, 2026 cheque #3765 to #3795 for \$78,009.99 and preauthorized payments of \$130,443.89 for a total of \$208,453.88, we approve their payment.*

**Motion: #39/26**

Motion moved by Dan Calvert and motion seconded by Brian Kurikka. **CARRIED.**

## **11. REGULATORY ROLE**

Members were provided with the Plan Input and Review program comments and Section 28 permits issued since last meeting.

## **12. PROJECTS UPDATE**

### **12.1. Communication Manager Projects Update**

Members were advised that the LRCA will have a booth at the CLE Spring Home and Garden Show which will take place on April 10 – 12, 2026.

## 12.2. Lands Manager Projects Update

None.

## 12.3. Watershed Manager Projects Update

It was noted that the February 17, 2026, snow surveys indicated that the snow survey locations were slightly above average for snow depth and water content (except for Pennock Creek that was slightly below average for snow depth only) when compared to the historical averages for February 15<sup>th</sup>.

It was noted that LRCA staff gave a presentation on February 18<sup>th</sup> on the 2026 online Invasive Species Forum about "Managing Invasive Cattail for Northern Wild Rice Restoration in Lake Superior Provincially Significant Wetland."

It was noted that the Stewardship Program received confirmation of funding for the following projects in 2026: Shoreline Protection Program from MNR; Cyanobacteria monitoring and stewardship program from MECP; tree seedlings and shrubs for Wishart Conservation Area re-plant from Tree Canada; 2026-2029 Hurkett Cove invasive cattail monitoring and management from Parks Canada.

It was noted that a new partnership had been formed between LRCA and MNR Fish and Wildlife to study Common Carp in Hurkett Cove Conservation Area.

Funding received from the Invasive Species Centre was used to survey Black Ash and Emerald Ash Borer at five of LRCA's landholdings.

It was noted that Seeds for Conservation had collected seed from 40 different native species, with cold stratification processes initiated in February. A new partnership was formed with Lakehead University students to conduct germination trials assessing the viability of seed collected using standard testing protocols which were completed.

## 13. NEW BUSINESS

The Watershed Manager provided a verbal update related to expanding the scope of previously approved work with KGS Group to prepare design options to repair erosion at the outlet of the Neebing-McIntyre Floodway Diversion Channel. It was noted that funding had been secured from the Water and Erosion Control Infrastructure (WECI) fund for 50% of the cost of the project.

**THAT:** *the Engineering Scope Change for the Design of Replacement Structure and Channel Improvements on the Neebing-McIntyre Floodway by KGS Group for a cost of \$65,500.00 not including HST be approved.*

**Motion: #40/26**

Motion moved Rudy Buitenhuis and motion seconded by Jim Vezina. **CARRIED.**

**14. NEXT MEETING**

Thursday, March 26, 2026 at 4:30 p.m. Location to be confirmed prior to meeting due to LRCA Boardroom renovations.

**15. ADJOURNMENT**

*THAT: the time being 4:55 AND FURTHER THAT there being no further business we adjourn.*

**Motion: #41/26**

Motion moved by Jim Vezina and motion seconded by Rudy Buitenhuis. **CARRIED.**

  
Chair

  
Chief Administrative Officer



## City of Thunder Bay Appeals Tribunal Meeting Minutes

Wednesday, September 3, 2025, 12:01 p.m.

McNaughton Room - 3rd Floor, City Hall

**1. City of Thunder Bay Appeals Tribunal 02-2025**

Chair: Andreas Petersen

**2. Members**

Jennifer Fenton  
Andrew Garro  
Sarah Hamlin  
Andreas Petersen

**3. Officials**

Jeff Walters, Deputy City Clerk & Secretary to the Appeals Tribunal  
Adam Carruthers, Manager - Licensing & Enforcement  
Matt Mickleburgh, Municipal Enforcement Officer  
Katie Piché, Council & Committee Clerk

**4. Guests**

Property Owner, Jatinder Rattan, 512 Marks Street South and Property Manager  
Kenneth Shantz (via MS Teams)  
Property Owner, 222 Francis Street East - Alexander G. MacDonald

**5. Disclosures of Interest**

There were no disclosures of interest declared.

**6. Agenda**

**6.1 Appeal to the Property Standards Order for 512 Marks Street South**

Correspondence received on June 10, 2025, from Jatinder Rattan relative to 512 Marks Street South.

Copy of City of Thunder Bay Property Standards Order issued on May 23, 2025 by Municipal Enforcement Officer M. Mickleburgh.

Correspondence received on June 10, 2025 from Jatinder Rattan relative to 512 Marks Street South.

This item was withdrawn from the July 23, 2025 agenda to be presented at the next scheduled Appeals Tribunal Hearing.

The purpose of Hearing #1 was to review the order on the property known municipally as PLAN 144 LOTS 43 to PT LOT 62 PT LANE PLAN 144 LOTS 43 to 55, and the Building Code Act, S.O.1992, c.23 for maintenance and occupancy of property in the City of Thunder Bay. All work was to be completed by June 30, 2025.

Jatinder Rattan was appealing the order and requesting an extension to the completion date originally set at June 30, 2025.

### **Opening Statement - Hearing #1**

The City of Thunder Bay was represented by Manager - Municipal Enforcement Adam Carruthers and Municipal Enforcement Officer Matthew Mickleburgh who provided an overview of the steps taken to date relative to the above noted property (512 Marks St. S.) and provided photographs of the site under review. These pictures will be kept on file in the Municipal Enforcement Services Division as well as the Office of the City Clerk.

Officer Matthew Mickleburgh provided an overview and responded to questions.

Property Manager Ken Shantz provided an overview and responded to questions.

Jatinder Rattan responded to questions.

Administration responded to questions.

### **Decision - 512 Marks St. S.**

It was consensus of the Committee that the date of compliance for Item #1 of the Property Standards Order, Section 6 Exterior Property and Section 49 Pest Control, be extended to allow for additional inspections. It states that the appellant is responsible to remove vermin (gull) infestation on the roof of the building and implement prevention methods so an infestation can not re-occur.

The work is to be completed by June 30, 2026.

## **6.2 Appeal to the Property Standards Order for 222 Francis Street East**

Correspondence received on July 9, 2025 from Alexander G. MacDonald relative to 222 Francis Street East.

Copy of City of Thunder Bay Property Standards Order issued on June 30, 2025 by Municipal Enforcement Officer M. Mickleburgh.

The purpose of Hearing #2 was to review the order on the property known municipally as PLAN 729 LOT 12 REG, and the Building Code Act, S.O.1992, c.23 for maintenance and occupancy of property in the City of Thunder Bay. All work was to be completed by October 29, 2025.

Alexander MacDonald was appealing the order and requesting an extension to the completion date originally set at October 29, 2025.

### **Opening Statement - Hearing #1**

The City of Thunder Bay was represented by Manager - Municipal Enforcement Adam Carruthers and Municipal Enforcement Officer Matthew Mickleburgh who provided an overview of the steps taken to date relative to the above noted property (222 Francis St. E.) and provided photographs of the site under review. These pictures will be kept on file in the Municipal Enforcement Services Division as well as the Office of the City Clerk.

Officer Matthew Mickleburgh provided an overview and responded to questions.

Administration responded to questions.

Alexander MacDonald responded to questions.

### **Decision - 222 Francis St. E.**

It was consensus of the Committee that the date of compliance for Item #1 of the Property Standards Order, Section 6c iv Exterior Property, Section 16 Accessory Buildings and Section 22 Exterior Walls, Surfaces, Cladding and Masonry, be extended. It states that the appellant is responsible to repair all deficiencies listed, including the roof of the building, the roofing

material/shingles, the siding material and the entranceway door. Assure building is weathertight, free of holes for vermin access and safe for use.

It was consensus of the Committee that the date of compliance for Item #2 of the Property Standards Order, Section 49 Pest Control, be extended. It states that the appellant is to assure the roof is completely sealed, and a functioning man door is installed. Holes in the building create a condition that may promote an infestation of vermin.

These items are to be completed by December 31, 2025.

Should the appellant decide that they do not wish to make the required remedies/repairs as required by the Order, the appellant is ordered to clear the land of all structures and materials/defects and leave in a graded and level condition. A demolition permit must be obtained, and the site cleared.

If the appellant chooses not to remedy the defects of the offending structure, demolition actions must be completed by the compliance date of December 31, 2025.

## **7. Adjournment**

The meeting adjourned at 12:54 p.m.



## City of Thunder Bay Appeals Tribunal Meeting Minutes

Thursday, October 16, 2025, 12:01 p.m.

Martin Room - 3rd Floor, City Hall

**1. City of Thunder Bay Appeals Tribunal 03-2025**

Chair: Andreas Petersen

**2. Members**

Andrew Garro  
Sarah Hamlin  
Shaun Kennedy  
Andreas Petersen

**3. Officials**

Jeff Walters, Deputy City Clerk & Secretary to the Appeals Tribunal  
Adam Carruthers, Manager – Municipal Enforcement  
Katie Piché, Council & Committee Clerk  
Jolene Wiwcharyk, Municipal Enforcement Officer

**4. Guests**

Mary Frances Dorota - property owner, 130 Ontario Street, Frank Dorota, Chris Dorota  
Brian Harvey, property owner, 900 Edward Street South

**5. Disclosures of Interest**

There were no disclosures of interest declared.

**6. Agenda**

**6.1 Appeal to the Property Standards Order of 900 Edward Street South**

Correspondence received on August 25, 2025 from Brian Harvey relative to 900 Edward Street South.

Copy of City of Thunder Bay Property Standards Orders (main building and accessory building) issued on August 1, 2025 and August 4, 2025, respectively, by Municipal Enforcement Officer Jolene Wiwcharyk.

The purpose of Hearing #1 was to review the order on the property known municipally as 900 Edward Street South, PL 70 BLK 1 LT 13 N PT LT 12, and the Building Code Act, S.O. 1992, c.23 for the maintenance and occupancy or property in the City of Thunder Bay. All work was to be completed by September 30, 2025.

Brian Harvey was appealing the order and requesting an extension to the completion date originally set at September 30, 2025.

### **Opening Statement - Hearing #1**

The City of Thunder Bay was represented by Supervisor - Municipal Services Adam Carruthers and Municipal Enforcement Officer Jolene Wiwcharyk who provided an overview of the steps taken to date relative to the above noted property (900 Edward St. S.) and provided photographs of the site under review. These pictures will be kept on file in the Municipal Enforcement Services Division as well as the Office of the City Clerk.

Brian Harvey detailed the reasons for this appeal.

### **Decision - 900 Edward St. S.**

It was consensus of the Committee that the date of compliance for Item #1, Section 23 Doors, Windows, Cellars, Hatchways of the Property Standards Order, be extended. It states that the appellant is to repair or replace all doors and windows as required and maintain all windows and doors in good working order, good repair, and in a Safe Condition. The work is to be completed by November 30, 2025.

It was consensus of the Committee that the date of compliance for Item #2, Section 26 Roof Structures, of the Property Standards Order, be extended. It states that the appellant is to repair or replace the roof and all its components and continue to maintain the roof and all its components in good repair and in a Safe Condition. This item is to be completed by November 30, 2025.

It was consensus of the Committee that the date of compliance for Item #3, Section 27 Eavestrough, Metal Ducts, Flashing of the Property Standards Order, be extended. It states that the appellant is to ensure the roof drainage rainwater discharges onto the ground at least 1 metre (39 inches) from the dwelling and that all exterior metal ducts are kept free

from rust by applying an application of a suitable protective material when necessary. The work is to be completed by November 30, 2025.

It was consensus of the Committee that the date of compliance for Item #4, Section 30 Fire or Storm Damage of the Property Standards Order, be extended. It states that the appellant is to repair the dwelling to its original condition in conformity with the Code and the standards set out in this By-law or shall be demolished accordingly. The work is to be completed by May 31, 2026.

It was consensus of the Committee that the date of compliance for Item #5, Section 31 Demolition of Structures of the Property Standards Order, be extended. It states that the appellant is to repair the dwelling to its original condition in conformity with the Code and the standards set out in this By-law or demolish the dwelling accordingly. This item is to be completed by May 31, 2026.

It was consensus of the Committee that the date of compliance for Item #6, Section 37 Heating Systems, Section 39 Electrical, and Section 43 Plumbing Systems of the Property Standards Order, be extended. It states that the dwelling must be repaired to its original condition in conformity with the Code and the standards, and any requirements of any applicable Act, Code, or By-law. The work is to be completed by May 31, 2026.

It was consensus of the Committee that the date of compliance for Item #1, Section 16 Accessory Buildings of the Accessory Building Property Standards Order, be extended. It states that the appellant is to repair the accessory building with suitable materials on the accessory building and maintain the building in good repair. The work is to be completed by November 30, 2025.

It was consensus of the Committee that the date of compliance for Item #2, Section 22 Exterior Walls, Surfaces, Cladding and Masonry, of the Accessory Building Property Standards Order, be extended. It states that the appellant is to repair/renew the exterior surfaces of the accessory building and maintain the accessory building exterior surfaces in good repair. The work is to be completed by November 30, 2025.

## **6.2 Appeal to the Property Standards Order of 130 Ontario Street**

Correspondence received on August 27, 2025 from Frank Dorota relative to 130 Ontario Street.

Copy of City of Thunder Bay Property Standards Order issued on August 5, 2025 by Municipal Enforcement Officer Jolene Wiwcharyk.

The purpose of Hearing #2 was to review the order on the property known municipally as 130 Ontario Street, PLAN 572 N PT Lot 246, and the Building Code Act, S.O. 1992, c.23 for the maintenance and occupancy of property in the City of Thunder Bay. All of the work was to be completed by October 30, 2025.

Mary Dorota was appealing the order and requesting an extension to the completion date originally set at October 30, 2025.

### **Opening Statement - Hearing #2**

The City of Thunder Bay was represented by Supervisor - Municipal Services Adam Carruthers and Officer Jolene Wiwcharyk who provided an overview of the steps taken to date relative to the above noted property (130 Ontario St.) and provided photographs of the site under review. These pictures will be kept on file in the Municipal Enforcement Services Division as well as the Office of the City Clerk.

Municipal Enforcement Officer Jolene Wiwcharyk provided an overview.

Frank, Mary and Chris Dorota provided an overview and request to demolish the structure with a date extension.

### **Decision - 130 Ontario St.**

It was consensus of the Committee that the date of compliance to demolish be extended. It states that the appellant is to clear the land of all structures and materials/defects and leave in a graded and level condition. A demolition permit must be obtained, and the site cleared.

The demolition of the structure is to be completed by May 31, 2026.

## **7. Adjournment**

The meeting adjourned at 12:43 p.m.



## City of Thunder Bay Appeals Tribunal Meeting Minutes

**Monday, March 9, 2026, 11:00 a.m.**

**Martin Room - 3rd Floor, City Hall**

**1. City of Thunder Bay Appeals Tribunal 01-2026**

Chair: Andrew Garrow

**2. Members**

Jennifer Fenton

Andrew Garro

Sarah Hamlin

Shaun Kennedy

**3. Officials**

Jeff Walters, Deputy City Clerk & Secretary to the Appeals Tribunal

Angela Pace, Supervisor - Municipal Enforcement Services

Matthew Mickleburgh, Level IV Officer - Municipal Enforcement Officer

Wendy Handy, Coordinator - Boards, Committees & Special Projects

Lori Wiitala, Committee Clerk & Legislative Specialist

**4. Guests**

Frank Greco - property owner, 535 McTavish Street

Kathleen Isabel Comba - property owner, 377 Egan Street

Ashley Warren - property owner, 527 McIntosh Street

**5. Disclosures of Interest**

None.

**6. Agenda**

**6.1 Appeal to the Property Standards Order of 535 McTavish Street**

Correspondence received on December 17, 2025 from Francesco Greco relative to 535 McTavish Street.

Copy of City of Thunder Bay Property Standards Orders (main building and accessory building) issued on November 28, 2025, by Municipal Enforcement Officer Jolene Wiwcharyk.

The purpose of Hearing #1 was to review the order on the property known municipally as 535 McTavish Street, Plan 54 BLK 50 Lot 38, Thunder Bay, Ontario as adopted by By-law 95/2022, and the Building Code Act, S.O 1992, c.23 for the maintenance and occupancy of property in the City of Thunder Bay. All of the work was to be completed by January 30, 2026.

Francesco Greco was appealing the order and requesting an extension to the completion date originally set at January 30, 2026.

### **Opening Statement - Hearing #1**

The City of Thunder Bay was represented by Supervisor - Municipal Enforcement Services Angela Pace and Municipal Enforcement Officer Matthew Mickleburgh who provided an overview of the steps taken to date relative to the above noted property (535 McTavish St.) and provided photographs of the site under review. These pictures will be kept on file in the Municipal Enforcement Services Division as well as the Office of the City Clerk.

Francesco Greco detailed the reasons for this appeal.

The Chair asked the Committee for their comments, feedback and if they had any questions or concerns relative to this order.

Municipal Enforcement Officer Matthew Mickleburgh responded to questions from the Committee.

Francesco Greco responded to questions from the Committee.

Deputy City Clerk Jeff Walters provided clarification relative to the authority of the Appeals Tribunal.

### **Decision - 535 McTavish St.**

It was consensus of the Committee that the date of compliance for Item #1, Section 22 - Exterior Walls, Surfaces, Cladding and Masonry of the Property Standards Order, be extended. It states that the appellant is responsible to repair or replace any damaged cladding and renew any previously covered surfaces with paint and/or add protective materials as required in the dwelling and maintain in good repair. The work is to be completed by August 31, 2026.

It was consensus of the Committee that the date of compliance for Item #2, Section 23 - Doors, Windows, Cellars, Hatchways of the Property Standards Order, be extended. It states that the appellant is responsible to repair or replace any broken/cracked or missing windows on the dwelling. Maintain all exterior windows and doors in good working order, good repair and in a safe condition. The work is to be completed by June 15, 2026.

It was consensus of the Committee that the date of compliance for Item #3, Section 26 - Roof Structures of the Property Standards Order, be extended. It states that the appellant is to repair or replace any damaged or missing sections of the roof and maintain the roof in good condition, in a safe condition, as well as in a watertight condition to prevent leakage of water into the dwelling. The work is to be completed by May 31, 2026.

It was consensus of the Committee that the date of compliance for Item #4, Section 35 - Stairs, Handrails, Guards of the Property Standards Order, be extended. It states that the appellant is responsible to replace or repair the exterior stairs at the front and rear of the dwelling, so as to be free from holes, cracks, and other defects which constitute hazards. The work is to be completed by July 30, 2026.

It was consensus of the Committee that the date of compliance for Item #5, Section 49 - Pest Control of the Property Standards Order, be extended. It states that the appellant is responsible to repair any openings on the dwelling and maintain the dwelling to ensure that may promote conditions that allow for an infestation to occur. The work is to be completed by May 31, 2026.

It was consensus of the Committee that the date of compliance for Item #6, Section 55 - General Provisions Relating to Vacant Buildings of the Property Standards Order, be extended. It states that the appellant is responsible to keep all buildings on the land clear of debris; maintain the dwelling to prevent against unsafe conditions or risk of fire or accidents; keep the windows, doors, or any other openings to the dwelling secured to prevent unauthorized entry; maintain any entrances to the dwelling in good repair so as to provide for safe access for any authorized person attending the property. The work is to be completed by August 31, 2026.

## **6.2 Appeal to the Property Standards Order for 377 Egan Street**

Correspondence received on February 10, 2026 from Kathleen Isabel Comba relative to 377 Egan Street.

Copy of City of Thunder Bay Property Standards Orders (main building and accessory building) issued on January 21, 2026, by Municipal Enforcement Officer Matthew Mickleburgh.

The purpose of Hearing #2 was to review the order on the property known municipally as 377 Egan Street, PLAN 121 BLK 15 LOT 12, Thunder Bay, Ontario as adopted by By-law 95/2022, and the Building Code Act, S.O 1992, c.23 for the maintenance and occupancy of property in the City of Thunder Bay. All of the work was to be completed by June 1, 2026.

Kathleen Comba is appealing the order and requesting an extension to the completion date originally set at June 1, 2026.

### **Opening Statement - Hearing #2**

The City of Thunder Bay was represented by Supervisor - Municipal Enforcement Services Angela Pace and Municipal Enforcement Officer Matthew Mickleburgh who provided an overview of the steps taken to date relative to the above noted property (377 Egan St.) and provided photographs of the site under review. These pictures will be kept on file in the Municipal Enforcement Services Division as well as the Office of the City Clerk.

Kathleen Comba detailed the reasons for this appeal.

The Chair asked the Committee for their comments, feedback and if they had any questions or concerns relative to this order.

Kathleen Comba responded to questions from the Committee.

Officer Matthew Mickleburgh responded to questions from the Committee.

### **Decision - 377 Egan Street**

It was consensus of Committee that the date of compliance of Item #1, Section 22 - Exterior Walls, Surfaces, Cladding and Masonry of the Property Standards Order, be extended. It states that the appellant is required to repair all surfaces to assure the building is sound, plumb, weathertight, free from holes, loose or unsecured objects and maintained in good repair. All exterior surfaces which had been previously covered with paint, or other protective or decorative materials must be renewed. The work is to be completed by September 30, 2026.

It was consensus of Committee that the date of compliance of Item #3, Section 6c ii - Exterior Property and Section 49 - Pest Control of the Property Standards Order, be extended. It states that the appellant is to

remove any vermin and repair vermin access points to assure no vermin infestation in the future. The work is to be completed by June 30, 2026.

### **6.3 Appeal to the Property Standards Order for 527 McIntosh Street**

Correspondence received on February 11, 2026 from Ashley Warren relative to 527 McIntosh Street.

Copy of City of Thunder Bay Property Standards Orders (main building and accessory building) issued on January 21, 2026, by Municipal Enforcement Officer Matthew Mickleburgh.

The purpose of Hearing #3 was to review the order on the property known municipally as 527 McTavish Street, Plan 54 BLK 52 N PT Lot 17, Thunder Bay, Ontario as adopted by By-law 95/2022, and the Building Code Act, S.O 1992, c.23 for the maintenance and occupancy of property in the City of Thunder Bay. All of the work was to be completed by May 31, 2026.

Ashley Warren was appealing the order and requesting an extension to the completion date originally set at May 31, 2026.

#### **Opening Statement - Hearing #3**

The City of Thunder Bay was represented by Supervisor - Municipal Enforcement Services Angela Pace and Municipal Enforcement Officer Matthew Mickleburgh who provided an overview of the steps taken to date relative to the above noted property (527 McTavish St.) and provided photographs of the site under review. These pictures will be kept on file in the Municipal Enforcement Services Division as well as the Office of the City Clerk.

Ashley Warren detailed the reasons for this appeal.

The Chair asked the Committee for their comments, feedback and if they had any questions or concerns relative to this order.

Municipal Enforcement Officer Matthew Mickleburgh responded to questions from the Committee.

Ashley Warren responded to questions from the Committee.

Deputy City Clerk Jeff Walters provided clarification relative to the authority of the Appeals Tribunal.

**Decision - 527 McTavish St.**

It was consensus of the Committee that the date of compliance for Item #1, Section 22 - Exterior Walls, Surfaces, Cladding and Masonry of the Property Standards Order, be extended. It states that the appellant is to repair all exterior surfaces to assure the building is sound, plumb, weathertight, free from holes, loose or unsecured objects and maintained in good repair. All exterior surfaces which had been previously covered with paint, or other protective or decorative materials must be renewed. The work is to be completed by November 30, 2026.

It was consensus of the Committee that the date of compliance for Item #2, Section 6c ii - Exterior Property and Section 49 - Pest Control of the Property Standards Order, be extended. It states that the appellant is to remove all vermin and repair all vermin access points to assure no further infestation in the future. The work is to be completed by June 1, 2026.

It was consensus of the Committee that the date of compliance for Item #3, Section 23 - Doors, Windows, Cellars, Hatchways and Section 24 - Window Screens of the Property Standards Order, be extended. It states that the appellant is to repair or replace windows and maintain in good working order and repair. Ensure that if exterior windows can be opened to use for ventilation or illumination, that mesh screening, metal grills or other equivalent durable rust proof material be installed to prevent the entry of rodents, large insects or vermin. The work is to be completed by November 30, 2026.

**6.4 Appeal to the Property Standards Order for 122 Pruden Street**

Correspondence received on February 20, 2026 from Monique Duggan relative to 122 Pruden Street.

Copy of City of Thunder Bay Property Standards Orders (main building and accessory building) issued on February 4, 2026, by Municipal Enforcement Officer Matthew Mickleburgh.

The purpose of Hearing #4 was to review the order on the property known municipally as 122 Pruden Street, Plan 54 BLK 14 Lot 16 REG, Thunder Bay, Ontario as adopted by By-law 95/2022, and the Building Code Act, S.O 1992, c.23 for the maintenance and occupancy or property in the City of Thunder Bay. All of the work was to be completed by June 1, 2026.

Monique Duggan was appealing the order and requesting an extension to the completion date originally set at June 1, 2026.

**Opening Statement - Hearing #4**

The City of Thunder Bay was represented by Supervisor - Municipal Enforcement Services Angela Pace and Municipal Enforcement Officer Matthew Mickelburgh who provided an overview of the steps taken to date relative to the above noted property (122 Pruden St.) and provided photographs of the site under review. These pictures will be kept on file in the Municipal Enforcement Services Division as well as the Office of the City Clerk.

Monique Duggan was absent for this appeal.

The Chair asked the Committee for their comments, feedback and if they had any questions or concerns relative to this order.

Municipal Enforcement Officer Matthew Mickelburgh responded to questions from the Committee.

Deputy City Clerk Jeff Walters provided clarification relative to the authority of the Appeals Tribunal.

**Decision - 122 Pruden St.**

It was consensus of the Committee that the Items #1 through #7 of the Property Standards Order, be confirmed.

It states the following:

Item #1, Section 23, Doors, Windows, Cellars, Hatchways: the appellant is responsible to repair or replace any broken or damaged windows and doors of the building and maintain all windows and doors in good working order, good repair and in a safe condition.

Item #2, Section 30, Fire or Storm Damage: the appellant is responsible to repair the building to its original condition in conformity with the Code and the standards set out in the By-law or demolish the building accordingly.

Item #3, Section 31, Demolition of Structures: the appellant is responsible to repair the building to its original condition in conformity of the Code and the standards set out in this By-law or demolish the building accordingly. The appellant is to ensure that demolition activities shall be controlled with appropriate measures to protect the surrounding neighbourhood lands,

including City lands and highways, from nuisance or hazardous dust, vibrations and litter.

Item #4, Section 37 Heating Systems, Section 39 Electrical, and Section 43 Plumbing: the appellant is responsible to ensure the heating, cooling, insulation and moisture management systems must function properly to provide service required and protect the structure from moisture hazards. The systems must conform to the standards set out in the applicable Code(s) and the Canadian Standards Association B365 standard. A Certificate of Inspection is to be provided to the Property Standards Officer. The plumbing system and water supply must be fully functional and meet or exceed the current Building Code Act. A Certificate of Inspection is to be provided to the Property Standards Officer. The electrical system must be fully functional and meet or exceed the current Electrical Safety Authority (ESA) standards for the type of use and demonstrate it has passed an ESA Inspection. A Certificate of Inspection is to be provided to the Property Standard Officer. The building must be repaired to functional and livable standard, to the requirements of any applicable Act, Code or By-law

Item #5, Section 6 Exterior Property and Section 49 Pest Control: the appellant is responsible to remove any vermin infestation and repair all deficiencies to prevent any further infestation.

Item #6, Section 16 Accessory Buildings: the appellant is responsible to secure the shed in the back yard by sealing the entrance or installing a door to prevent vermin infestation.

Item #7, Section 22 Exterior Walls, Surfaces, Cladding and Masonry: the appellant is responsible to renew exterior surfaces which have previously been covered in paint and have since deteriorated; and to repair soffit and fascia on east side of the building, assuring it is plumb, weathertight, free from holes, loose or unsecured objects and maintained in good repair.

All items are to be completed by June 1, 2026.

## **7. Adjournment**

The meeting adjourned at 12:23 p.m.

# City Council Report

**REPORT NUMBER** 139-2026-Infrastructure & Operations-Engineering

**DATE**

**PREPARED**

March 10, 2026

**FILE**

**CITY COUNCIL  
MEETING DATE**

April 7, 2026

**SUBJECT**

Budget Appropriation – Hammond Fire Training Centre Expansion

## **RECOMMENDATION TO CITY COUNCIL**

WITH RESPECT to Report 139-2026-Infrastructure & Operations-Engineering we recommend that the Hammond Avenue Fire Training Centre Expansion capital project be approved in the amount of \$1,093,920, funded by external grants;

AND THAT Appropriations 28-2025 and 6-2026 be approved to establish the Hazardous Materials (HAZMAT) and Urban Search and Rescue (USAR) grants as the funding source for the Hammond Avenue Fire Training Centre Expansion capital project;

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

## **EXECUTIVE SUMMARY**

Thunder Bay Fire Rescue receives grant monies from the Province to operate the Hazardous materials (HAZMAT) and Urban Search and Rescue (USAR) Provincial response teams. Administration is recommending these funds be consolidated and used to construct an addition to the Hammond Avenue Fire Training Centre for the purposes of housing training and response apparatus in the facility that will support our Provincial response teams and fire fighters. An appropriation is required to establish the capital project budget and move the grant money received into the 2024 and 2025 budget into the 2026 capital budget to proceed with the work.

This administrative task is undertaken in accordance with the City's Budget Policy and Procedures. Appropriations 28-2025 and 6-2026 reflect the reallocation of funding, with no additional municipal contribution required.

## **DISCUSSION**

Through an agreement with the Office of the Fire Marshal and Emergency Management, Thunder Bay Fire Rescue (TBFR) has received grant money annually for Hazardous

materials (HAZMAT) and Urban Search and Rescue (USAR) Provincial response teams since 2019. These grants are used to provide training and purchase capital equipment that support the USAR and HAZMAT response teams. In addition to capital money available for Fire facilities renewal, some of the HAZMAT and USAR provincial funding has been accumulated over several years to fund the Training Centre expansion.

Over the last number of years it has become apparent that the space required to house additional apparatus was at a premium, and plans were made to allocate some of this funding to an expansion of the Hammond Avenue Fire Training Centre. This addition allows TBFR to set-up a response readiness area and store response equipment in a warm building for the USAR response apparatus, which was previously at Station 7. Also, it will allow the relocation of apparatus from Station 3 to Station 7 to allow space for the mechanics to store reserve apparatus or apparatus in need of repair.

Administration is recommending the Hammond Avenue Fire Training Centre Expansion capital project be approved by City Council in the amount of \$1,093,920, funded by external grants. Appropriation 28-2025 and 6-2026 will transfer the HAZMAT and USAR grants towards this project. There is not additional municipal contribution required.

### ***FINANCIAL IMPLICATION***

There are no direct financial implications to this Report. Appropriations 28-2025 and 06-2026 would transfer existing grant funding to the Hammond Avenue Fire Training Centre Expansion capital project. The total project budget would be \$1,093,920.

### ***BACKGROUND***

NONE

### ***REFERENCE MATERIAL ATTACHED***

Appropriation 6-2026 – Fire Training Centre Renovations  
Appropriation 28-2025 – USAR HAZMAT 2024 2025

### ***REPORT PREPARED BY***

Kelvin Jankowski, Manager Capital Facilities Construction – Infrastructure & Operations

***REPORT SIGNED AND VERIFIED BY***

Kayla Dixon, Commissioner – Infrastructure & Operations  
March 31, 2026

The City of Thunder Bay

DATE: February 23, 2026

DEPARTMENT:  
Infrastructure & Operations

REQUEST FOR APPROPRIATION CHANGE

6-2026
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DIVISION:  
Fire Services

REQUEST FOR ADDITIONAL APPROPRIATION

APPROP NO.

WBS ELEMENT	DESCRIPTION	BUDGET AVAILABLE	INCREASE	DECREASE	ADMIN USE	
					IM Position	Fund Code
DEV-FIR-230006-01-01	Hazmat-TCA	29,136		29,136	4.7	75
DEV-FIR-230006-01-02	Hazmat-Non TCA	40,992		40,992	4.7	75
DEV-FIR-230007-01-01	USAR- TCA	16,239		16,239	4.7	75
DEV-FIR-230007-01-02	USAR- Non TCA	84,534		84,534	4.7	75
IDO-FIR-240005-FR-01-01	Hazmat-TCA	43,053		43,053	5.9	75
IDO-FIR-240005-FR-01-02	Hazmat-Non TCA	22,114		22,114	5.9	75
IDO-FIR-240006-FR-01-01	USAR- TCA	69,376		69,376	5.9	75
IDO-FIR-240006-FR-01-02	USAR- Non TCA	158,526		158,526	5.9	75
IOT-FIR-250001-FR-08-1	Hazmat-TCA	50,000		50,000	5.9	75
IOT-FIR-250001-FR-08-2	Hazmat-Non TCA	113,301		113,301	5.9	75
IOT-FIR-250001-FR-09-1	USAR- TCA	74,187		74,187	5.9	75
IOT-FIR-250001-FR-09-2	USAR- Non TCA	235,798		235,798	5.9	75
IOT-CFS-260001-CS-07-1	Fire Halls-01	130,000		130,000	5.10	1
IOT-CFS-260001-CS-07-2	Fire Halls-01	60,000		26,664	5.10	1
IOT-FIR-260001-FR-06-1	Fire Training Centre-HAZMAT		298,596		5.9	75
IOT-FIR-260001-FR-06-2	Fire Training Centre-USAR		638,660		5.9	75
IOT-FIR-260001-FR-06-3	Fire Training Centre- 01		156,664		5.9	1
			1,093,920	1,093,920		

EXPLANATIONS/REASONS:

Report 139-2026  
Hammond Ave Fire Training Centre Renovations

EFFECT ON LEVEL OF SERVICE:

DECREASE	INCREASE	MAINTAINED
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

DATE: March 25, 2026

RECOMMENDED/APPROVED

*Keri Greaves*  
Keri Greaves  
COMMISSIONER & CITY TREASURER

*John Collin*  
John Collin  
CITY MANAGER

COMMITTEE OF THE WHOLE

PREPARED BY: Cathy Wood

VERIFIED BY: Laurie Fors

REVIEWED BY: Kayla Dixon  
K.Dixon  
Commissioner - Infrastructure & Operations

Laurie Fors, CPA, CGA  
Supervisor - Budget & Capital Programs  
Corporate Services

APPROVED	NOT APPROVED
<input type="checkbox"/>	<input type="checkbox"/>

DATE: \_\_\_\_\_





**City Manager's Department**

**Memorandum**

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**TO:** Members of Council **FILE:**

**FROM:** Jeff Walters, Manager – Legislative Services & Deputy City Clerk

**DATE:** 03/27/2026 (mm/dd/yyyy)

**SUBJECT:** Special Committee of the Whole – Citizens of Exceptional Achievement Awards and Growth Standing Committee Meetings – Re-Scheduling Update

**MEETING & DATE:** City Council (04/07/2026)

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In accordance with Procedural By-law 217-2025, a calendar of meetings must be reviewed and approved by Council in advance of a calendar year. The 2026 Calendar of Meetings was ratified at the July 15, 2025 City Council meeting.

The Special Committee of the Whole – Citizens of Exceptional Achievement Awards, established for April 22, 2026 will start earlier than originally scheduled, with the start time moved from 6:30 p.m. to 5:30 p.m. The earlier start time will allow members of Council to attend other events planned for that evening, including the NOMA Gala.

Additionally, based on scheduling considerations, the July 28, 2026 Growth Standing Committee will be moved to July 21, 2026, starting at 7 p.m. This allows for a double-stacked meeting structure.

The following recommendation is presented for Council's consideration:

WITH RESPECT to the Memorandum from Jeff Walters, Manager – Legislative Services and Deputy City Clerk, dated March 27, 2026, we recommend that the Special Committee of the Whole – Citizens of Exceptional Achievement Awards on April 22, 2026 start time be moved to 5:30 p.m.;

AND THAT the July 28, 2026 Growth Standing Committee meeting be moved to July 21, 2026 at 7:00 p.m.;

AND THAT the 2026 Calendar of Meetings be updated accordingly;

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

# City Council Report

**REPORT NUMBER** 140-2026-Community Services-Transit Services

**DATE**

**PREPARED**

March 20, 2026

**FILE**

**CITY COUNCIL**  
**MEETING DATE**

April 7, 2026

**SUBJECT**

U-Pass Agreement with Lakehead University Student Union

## **RECOMMENDATION TO CITY COUNCIL**

WITH RESPECT to Report 140-2026-Community Services-Transit Services, we recommend that Administration be authorized to enter into another one-year Universal Transit Pass (U-Pass) Agreement between the City and the Lakehead University Student Union Inc. (LUSU), with some changes as detailed in this report, including such ancillary documents, amendments and renewal agreements as may be required to give further effect to the intended relationships of the parties for a one-year term commencing on September 1, 2026;

AND THAT the Commissioner, Community Services be authorized to execute all documentation with respect to the U-Pass program agreement;

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

## **EXECUTIVE SUMMARY**

The Transit Services Division presently has a one-year agreement in place for provision of a U-Pass program with LUSU. The current agreement was established on September 1, 2025, and is set to expire on August 31, 2026. The purpose of this report is to recommend that a another one-year agreement for the U-Pass program between The Corporation of the City of Thunder Bay and the Lakehead University Student Union Inc. (LUSU) be established, commencing September 1, 2026. A proposed 11.5% fee increase is recommended to ensure consistent treatment with the Student Union of Confederation College Inc. (SUCCI) whose current agreement is in place until August 31, 2027 and based on a 5 year pricing strategy previously supported by Council in 2023.

## **DISCUSSION**

The City of Thunder Bay's U-Pass program has been in place for more than 18 years and has proven to be of great benefit for students and the community. For students, it reduces

transportation costs, creates new and convenient travel options, and makes it cheaper and easier to use transit more often for school, social outings and work. U-Pass members represent approximately 40 percent of Transit’s ridership. The City’s goal is to encourage students to continue to use transit after they graduate as the city benefits from reduced automobile traffic which leads to a healthier community for all.

The U-Pass program allows for unlimited access to all conventional and specialized public transit services from September 1 to August 31 annually for eligible students enrolled at Lakehead University for agreed upon rates, per school term, per student.

U-Pass programs, being universal by nature, require mandatory participation by all enrolled students and therefore approximately 3,500 students were part of the 2025/2026 twelve-month program year term and approximately 138 students were part of the partial year eight-month 2026 term. Under the provisions of the agreement, some students can either opt-in or opt-out of the U-Pass program, but only under agreed-to strict and limited circumstances.

Building on the past success of the U-Pass program, staff have been working closely with LUSU to discuss continuing the relationship of providing students a twelve-month term U-Pass commencing September 1, 2026.

As part of those discussions, LUSU has maintained that opt-out provisions are an important issue for their members which require further exploration and discussion between the parties. Given the timing of the current agreement’s expiration on August 31, 2026, both parties agree to renew the LUSU U-Pass agreement for a one-year period to allow for further discussions to take place.

Table 1 includes the 2025/2026 program year fees paid to City per student per term for the expiring LUSU agreement. All fees are HST exempt.

**Table 1:** 2025/2026 program fees paid to the City per student per term:

<b>Full Year Term Period</b>	<b>Fee Paid</b>	<b>Partial Year Term Period</b>	<b>Fee Paid</b>
September 2025 to August 2026	\$280.66	January 2026 to August 2026	\$185.23

Based on discussions with LUSU, Administration is recommending a new one-year U-Pass agreement beginning September 1, 2026, until August 31, 2027. An approximate 11.5% price increase is proposed as per a U-Pass pricing strategy previously supported by Council in 2023 designed to achieve a discount to the price of a 12-month adult monthly pass that aligns with peer transit properties over 5 years. This proposed increase ensures consistent treatment with Confederation College students whose current U-Pass Agreement is in place until August 31, 2027. The U-Pass program’s validity period and accompanying terms and conditions from the previous agreement will remain the same for the duration of the new one-year agreement.

Table 2 outlines the new pricing agreed to between the parties and includes the new fees to be paid to the City per student per term for the new LUSU agreement. All fees are HST exempt.

**Table 2:** Fees paid to the City per student per term under the new agreement will be:

<b>Full Year Term Period</b>	<b>Fee Paid</b>	<b>Partial Year Term Period</b>	<b>Fee Paid</b>
September 2026 to August 2027	\$312.93	January 2027 to August 2027	\$206.54

Experience with the U-Pass program in Thunder Bay continues to indicate that it is a win-win program that benefits the students, the post-secondary institution, the City’s transit system and the local community.

**CONSULTATION**

Administration has worked closely with LUSU representatives to discuss continuing the relationship of providing students a twelve-month term U-Pass commencing September 1, 2026. Both parties agree to renew the LUSU U-Pass agreement for a one-year period while further discussions to establish a longer, multi-year agreement, take place. It is concluded that administration should be authorized to establish the new Universal Transit Pass (U-Pass) Agreement with the Lakehead University Student Union.

**FINANCIAL IMPLICATION**

The LUSU U-Pass fee will increase by 11.5% for the term periods as indicated above in Table 2. The 11.5% increase is consistent with a 5 year U-Pass pricing strategy previously supported by Council in 2023 which better aligns Thunder Bay’s U-Pass pricing to that of peer transit properties.

Fees paid to the City for the September 1, 2026, to August 31, 2027, full year and partial year terms will be \$312.93 and \$206.54 per eligible students respectively.

For the September 2026 to August 2027 term period, LUSU U-Pass program revenue is estimated to generate more than \$1,100,000. The September to December 2026 portion of that amount has been included in the 2026 budget and the January to August 2027 portion will be included as part of the 2027 budget process.

**BACKGROUND**

A proposed U-Pass pricing strategy was supported by Council in 2023 (2023CLS.033).

In June 2025, Council approved Report 183-2025 (Transit Services) which authorized Administration to establish a U-Pass Agreement between the City and the Lakehead Student Union Inc. (LUSU). This agreement commenced on September 1, 2025, and is scheduled to expire on August 31, 2026.

A new agreement must be established for the LUSU U-Pass program to continue beyond August 31, 2026. Discussions with LUSU regarding the U-Pass program relationship with the City beyond September 1, 2027, will remain ongoing. Administration will report back as more information becomes available.

***REFERENCE MATERIAL ATTACHED***

None

***REPORT PREPARED BY***

Brad Loroff, Manager – Transit Services, Community Services Department

***REPORT SIGNED AND VERIFIED BY***

Kelly Robertson, Commissioner – Community Services

Date (03/26/2026)

**Infrastructure & Operations Department**

**Memorandum**

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

**FROM:** Kayla Dixon, Commissioner Infrastructure & Operations

**DATE:** March 6, 2026

**SUBJECT:** Appointment of Chief of Fire

**MEETING & DATE:** City Council – April 7, 2026

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The purpose of this memorandum is to recommend that City Council authorize the appointment of David Tarini to the Chief of Fire for the Thunder Bay Fire Rescue.

Dave Tarini started with the City of Thunder Bay as a 1<sup>st</sup> Class Professional Firefighter in 2003, coming to Thunder Bay Fire Rescue with 12 years of experience fighting wildfires with the Ministry of Natural Resources. He worked his way through the ranks at Thunder Bay Fire Rescue to his most recent position as Deputy Fire Chief.

David was selected after a rigorous and competitive selection process that drew interest from highly qualified candidates across the country.

The *Fire Protection and Prevention Act*, Section 6(1) requires the council of a municipality to appoint a fire chief for the fire department. The following recommendation is presented for Council’s consideration:

WITH RESPECT to the Memorandum from Kayla Dixon, Commissioner - Infrastructure & Operations dated April 7, 2026, we recommend that David Tarini be appointed to the Chief of Fire for the Thunder Bay Fire Rescue effective April 8, 2026;

AND THAT By-law 019-2026 - Appointment of Acting Fire Chief be repealed;

AND THAT By-law 129-2026 - Appointment of Chief of Fire be presented to City Council for ratification on April 7, 2026.

# City Council Report

**REPORT NUMBER** 068-2026-Infrastructure & Operations-Thunder Bay Fire Rescue

**DATE**

**PREPARED** January 30, 2026

**FILE**

**CITY COUNCIL** April 7, 2026

**MEETING DATE**

**SUBJECT** Emergency Management Program

## **RECOMMENDATION TO CITY COUNCIL**

WITH RESPECT to Report 068-2026-Infrastructure & Operations-Thunder Bay Fire Rescue,

WE RECOMMEND THAT City Council approve draft By-law 087-2026, including the City of Thunder Bay Emergency Management Program, Emergency Management Plan and Strategy, as attached to this report;

AND THAT By-law 76/2021 (Emergency Plan By-law), as amended, be repealed;

AND THAT City Council enacts By-law 87-2026, being the new Emergency Management Program By-law.

## **EXECUTIVE SUMMARY**

Administration is seeking the enactment of the new Emergency Management Program By-law 087-2026 which will guide municipal emergency preparedness, response, and recovery activities. On March 24, 2026, the Quality of Life Standing Committee endorsed the Emergency Management Program, which is documented in the Emergency Management Strategy (EMS) and Emergency Response Plan (ERP).

The Emergency Management Strategy (EMS) provides a framework and direction guiding the ongoing work of the City of Thunder Bay Emergency Management Program. The Emergency Response Plan (ERP) establishes roles and responsibilities, decision-making processes, coordination mechanisms, and response principles to support effective municipal action during emergency events.

The Emergency Management Strategy embeds both climate resilience principles and a commitment to social equity acknowledging the increasing impacts of climate change on Northwestern Ontario and the amplification of these impacts on vulnerable populations. The

ERP has been comprehensively reviewed and updated to reflect current legislation, best practices in emergency management, lessons learned from recent large-scale and prolonged emergencies, including the COVID-19 Pandemic, and the move to embracing Ontario's Incident Management System (IMS) in the City's emergency response. The Plan is a living document and is intended to be reviewed and updated regularly to reflect evolving risks, organizational changes, and emerging best practices.

A key input into the ERP update was the City of Thunder Bay COVID-19 Pandemic Response Review, which assessed the City's preparedness, response, governance structure, and recovery considerations. While the review concluded that the City managed the overall pandemic response effectively, it identified opportunities to strengthen preparedness, coordination, training, and corporate resilience.

Adoption of the EMS and ERP will provide a modernized, scalable framework to guide emergency management activities and support the safety and resilience of the community.

The *Emergency Management and Civil Protection Act* requires municipal Councils to adopt an emergency management program and plan and appoint certain positions to act in an emergency. A draft of the by-law adopting the program, plan, and strategy are attached to this report.

## **DISCUSSION**

The *Emergency Management and Civil Protection Act* requires municipalities to develop, implement, and maintain an emergency management program and plan, and adopt both by by-law. In accordance with Sections 2(1) and 3(1) of the *Emergency Management and Civil Protection Act*, the City of Thunder Bay has enacted By-law 76/2021 and By-law 81/2021. Ontario Regulation 380/04 describes emergency management standards for municipal emergency management programs.

Based on best practices in emergency management, and lessons learned from recent large-scale and prolonged emergencies, including the COVID-19 Pandemic, Administration has created an Emergency Management Strategy (EMS) and revised the existing Emergency Response Plan (ERP). Creating a separate EMS document has taken information about the City's emergency response framework, like membership of the Municipal Emergency Program Committee, public education, training and emergency exercises out of the Emergency Response Plan and allows the ERP to be a document that focuses on how to respond to an emergency. The Emergency Response Plan identifies emergency response goals and establishes roles and responsibilities for individuals and agencies which may become involved in a municipal emergency response. Both documents reflect the City's move to incorporate the province's Incident Management System (IMS) into emergency response to provide a standardized, scalable, coordinated response especially when requiring outside agency support. Supporting information that requires regular updates like contact lists, risk assessment, critical infrastructure identification, hazard-specific plans, and

operational procedures are associated documents that do not need Council approval but inform those responding to an emergency.

## **Emergency Response Vision**

The Emergency Management Strategy and Emergency Response Plan support a coordinated, scalable, and risk-informed approach to emergency management that enables the City of Thunder Bay to respond effectively to a wide range of emergency scenarios while maintaining continuity of essential services.

The EMS and ERP support community resilience in the following key ways:

### **Governance and Decision-Making**

- Clear roles, responsibilities, and escalation processes during emergency activations
- Defined authority and coordination structures to support timely and effective decision-making

### **Operational Coordination**

- Alignment with the Incident Management System and Emergency Operations Centre functions
- Improved coordination across departments and with external partners

### **Preparedness and Capacity**

- Emphasis on training, exercises, and continuous improvement
- Integration of hazard-specific plans and supporting procedures

### **Recovery and Resilience**

- Consideration of recovery and mitigation as integral components of emergency management
- Institutionalization of lessons learned from past emergency events

## **Alignment with the COVID-19 Pandemic Response Review**

The Emergency Management Strategy and Emergency Response Plan have been developed to directly respond to the findings and recommendations identified in the City of Thunder Bay COVID-19 Pandemic Response Review completed in November of 2023.

While the Review concluded that the City managed the overall pandemic response effectively, it identified several areas where corporate emergency management capacity and resilience could be further strengthened to better support complex and prolonged emergencies.

In particular, the EMS and ERP address the following recommendations and areas for improvement identified in the Review:

### Integration of Pandemic and Hazard-Specific Emergency Plans

The COVID-19 Pandemic Response Review recommended that pandemic response planning be formally integrated within the City's Emergency Response Plan to ensure clarity, consistency, and alignment during large-scale emergencies requiring activation of the Emergency Operations Centre.

- The current outdated Corporate Pandemic Plan will be revised based on the COVID-19 Pandemic Response Review and will be an associated document to the ERP to inform future pandemic response.
- Future subordinate plans will be developed and available as associated documents to the Emergency Response Plan to provide clear, hazard-specific direction consistent with current legislation, best practices, and lessons learned. For example, subordinate plans will be developed for evacuation, snow/ice storm, flooding, and wildfire emergencies.

### Emergency Management and Incident Management System Training

The COVID-19 Pandemic Response Review identified the importance of ensuring that members of the Municipal Emergency Control Group (MECG), Emergency Operations Centre (EOC), and designated alternates receive role-appropriate emergency management and Incident Management System (IMS) training to support effective coordination during emergency activations

- IMS training plans have been initiated to fill gaps and will continue as a core component of the City's emergency preparedness program, with a specific focus on ensuring that all members of the MECG, EOC, and identified alternates are trained and proficient in their assigned roles and responsibilities.
- The Emergency Management Strategy reinforces the requirement for ongoing training and exercises aligned with emergency management and IMS principles. The City's internal capacity to deliver IMS training has been an important factor in strengthening staff preparedness, supporting consistency in instruction, and enabling timely and scalable training delivery across the Corporation.
- Continued emphasis on internal IMS training and exercises will support operational clarity, effective decision-making, and sustained readiness for both short-duration and prolonged emergency events.

### Corporate Readiness and Coordination During Prolonged Emergencies

The Pandemic Response Review identified challenges associated with sustaining operations, coordination, and communication over extended emergency periods.

- The Emergency Management Strategy and Emergency Response Plan strengthen the City's framework for prolonged emergency activations by emphasizing continuity of operations, information sharing, and coordinated support across departments and external partners.
- The Emergency Management Strategy identifies duty time and rest time cycles for responders and EOC members to support their health, safety and ability to respond to the emergency.

### Strengthening Emergency Management Planning Capacity

The COVID-19 Pandemic Response Review identified the need for enhanced, dedicated emergency planning capacity within the Corporation, recognizing the scope, duration, and complexity of modern emergency events. Specifically, the Review recommended the creation of a full-time Emergency Planner position to support the City's emergency management program and reduce reliance on part-time or collateral-duty resources.

- While the Emergency Response Plan strengthens governance, clarifies emergency management roles and responsibilities, and improves the overall planning structure, the addition of a dedicated Emergency Planner position has not yet been implemented. The need for this role remains recognized and validated based on operational experience, lessons learned from prolonged emergency activations, and the increasing demands placed on municipal emergency management functions.
- Implementation of this recommendation would require a financial commitment to add one (1) full-time equivalent position. Consideration of this resource requirement will be subject to future budget deliberations and Council approval.

### Implementation

Implementation will be supported through:

- Development and maintenance of supporting associated documents and hazard-specific plans
- Training and exercises aligned with roles and responsibilities
- Ongoing review and continuous improvement based on exercises, real-world events, and evolving best practices

Adoption of the Program, Strategy and Plan will strengthen corporate readiness, improve coordination across departments and partner agencies, and help reflect lessons learned from the COVID-19 Pandemic and other emergency events in future response efforts.

## **CONSULTATION**

The review and update of the Emergency Response Plan was informed by current emergency management legislation and best practices, internal operational experience, post-incident reviews, and external assessment through the COVID-19 Pandemic Response Review. The Review included staff surveys, focus groups, and public engagement, providing valuable insight into opportunities for improvement in emergency preparedness and response.

On March 24, 2026, the Quality of Life Standing Committee reviewed the Emergency Management Program in Report 025-2026-Infrastructure & Operations-Thunder Bay Fire Rescue and it was endorsed without further public comments. Some questions from members of Council were addressed via email and acknowledged at the Standing Committee meeting.

***FINANCIAL IMPLICATION***

There are no immediate financial implications associated with the adoption of the Emergency Management Strategy and Emergency Response Plan. Costs for improvements to the Emergency Operations Centre are included in the 2026 capital budget, but the Strategy and Plan are not contingent on the work being done. Any future resource requirements related to emergency response implementation, training, or program enhancements will be addressed through existing budgets or brought forward to City Council for consideration, as required.

***BACKGROUND***

A By-law 76/2021 to establish an Emergency Management Program and Emergency Plan was presented and approved by City Council on October 25<sup>th</sup> 2021.

By-law 81/2021 - An amendment to the By-law (Corporate Report - R 150/2021) was approved on November 8<sup>th</sup> by City Council which included the designation of the Emergency Information Officer and authorities of the Acting Mayor.

This revision of the ERP includes a Plan Maintenance and Revisions section that formalizes the requirement for ongoing review and updates.

***REFERENCE MATERIAL ATTACHED***

Attachment A – Draft By-law 087-2026 (A By-law to establish an Emergency Management Program and Plan), including Schedules A and B.

***REPORT PREPARED BY***

Dave Tarini, Acting Fire Chief – Thunder Bay Fire Rescue

***REPORT SIGNED AND VERIFIED BY***

Kayla Dixon, Commissioner Infrastructure & Operations

March 31, 2026



## Memorandum

**Corporate By-law Number:** 087-2026-Infrastructure & Operations-Thunder Bay Fire Rescue

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**TO:** Office of the City Clerk **FILE:**

**FROM:** David Tarini, Acting Fire Chief  
Thunder Bay Fire Rescue, Infrastructure & Operations

**DATE PREPARED:** February 7, 2026

**SUBJECT:** By-law 087-2026 - A By-law to establish an Emergency Management Program and Emergency Plan – Repeal and Replace

**MEETING DATE:** City Council – April 7, 2026

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**By-law Description:** A By-law to establish an Emergency Management Program and Emergency Plan and to identify key individuals for the protection of public safety, health, environment, critical infrastructure and to promote economic stability and a disaster resilient community in the City of Thunder Bay, in the District of Thunder Bay, and to repeal By-law 76-2021 and By-law 81-2021.

**Authorization:** Report 068-2026-Infrastructure & Operations-Thunder Bay Fire Rescue - City Council – April 7, 2026.

**By-law Explanation:** The purpose of this By-law is to repeal and replace the outdated 2021 By-Law to establish a new Emergency Management Program and Emergency Plan for the protection of public safety, health, environment, critical infrastructure and to promote economic stability and a disaster resilient community in the City of Thunder Bay, in the District of Thunder Bay. This By-law also identifies the membership and Chair of the Emergency Management Program Committee, and the membership of the Municipal Emergency Control Group.

### Schedules and Attachments:

Schedule “A” – Emergency Management Strategy  
Schedule “B” – Emergency Response Plan

**Amended/Repealed By-law Number(s):**

DRAFT



THE CORPORATION OF THE CITY OF THUNDER BAY  
BY-LAW NUMBER BL 87-2026

A By-law to establish an Emergency Management Program and Emergency Plan for the protection of public safety, health, environment, critical infrastructure and to promote economic stability and a disaster resilient community in the City of Thunder Bay, in the District of Thunder Bay, and to appoint members to the Emergency Management Program Committee and Municipal Emergency Control Group, and appoint the Chair of the Emergency Management Program Committee pursuant to the *Emergency Management and Civil Protection Act* and its regulations, and to repeal By-laws 76-2021 and 81-2021.

Recitals

1. The Province of Ontario enacted the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9 (the “Act”), which requires every municipality to develop and implement an Emergency Management Program and Emergency Plan to help protect public safety, public health, the environment, critical infrastructure, and property during an emergency and to promote economic stability and a disaster resilient community;
2. The Act requires that an Emergency Management Program and Emergency Plan be developed and implemented in accordance with international best practices, including adherence to the five core components of emergency management principles, namely prevention, mitigation, preparedness, response, and recovery;
3. The Act requires that the emergency plan authorize municipal employees to take action where an emergency exists, but has not yet been declared to exist;
4. Section 2(1) of the Act requires every municipality to develop and implement an Emergency Management Program, which council of the municipality shall adopt by by-law;
5. Section 3(1) of the Act requires every municipality to formulate an Emergency Plan governing the provision of necessary services during an emergency and the procedures and manner in which employees of the municipality and other persons will respond to emergencies, which council of the municipality shall adopt by by-law;
6. Section 11 of Ontario Regulation 380/04 (Standards) requires a municipality to have an Emergency Management Program Committee (EMPC) and Chair appointed by Council;

7. Section 12 of Ontario Regulation 380/04 (Standards) requires a municipality to have a Municipal Emergency Control Group (MECG) appointed by Council;

ACCORDINGLY, THE COUNCIL OF THE CORPORATION OF THE CITY OF THUNDER BAY ENACTS AS FOLLOWS:

### **Emergency Management Program and Plan**

1. That City Council approve and adopt By-law 87-2026, to establish an Emergency Management Program and Emergency Plan.
2. And that the Emergency Management Strategy, attached hereto as Schedule "A" of this By-law, and the Emergency Response Plan, attached hereto as Schedule "B" of this By-law, are hereby adopted, which together form the City's Emergency Management Program and Emergency Plan.
3. And that municipal employees are authorized to take action under the Emergency Plan where an emergency exists, but has not yet been declared to exist.

### **Appointments**

4. And that the Emergency Management Program Committee will consist of the following individuals or their designates:
  - Mayor (Head of Council)
  - Community Emergency Management Coordinator (Chair)
  - City Manager
  - Chief of Thunder Bay Fire Rescue
  - Chief of Superior North Emergency Medical Services
  - Chief of Thunder Bay Police Service
  - Commissioner of Infrastructure & Operations
5. And that the Emergency Management Program Committee will be Chaired by the Community Emergency Management Coordinator.
6. And that the Municipal Emergency Control Group will consist of the following individuals or their designates:
  - City Manager
  - Chief of Thunder Bay Fire Rescue
  - Chief of Thunder Bay Police Service
  - Chief of Superior North EMS
  - Community Emergency Management Coordinator (CEMC)
  - Commissioner - Infrastructure & Operations
  - Commissioner - Community Services
  - Commissioner - Corporate Services

- Commissioner - Growth
- Emergency Information Officer (Manager - Communications & Public Relations)
- Community Support Table Liaison (Director - Community Strategies Division)

**Schedules**

7. This By-law includes the following schedules as annexed hereto and are hereby declared to form part of this By-law,

Schedule “A” – Emergency Management Strategy, and  
Schedule “B” – Emergency Response Plan

**Short Title**

8. This By-law may be cited as the “Emergency Management Program By-law”.

**Repeals**

9. By-law 76-2021 and By-law 81-2021 of The Corporation of the City of Thunder Bay are hereby repealed.

10. This By-law shall come into force and take effect on the date it is passed.

Enacted and passed this 7th day of April, A.D. 2026 as witnessed by the Seal of the Corporation and the hands of its proper Officers.

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Speaker

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Krista Power  
City Clerk

2026

# EMERGENCY MANAGEMENT STRATEGY

REVISED:

19/03/2026

## **INTRODUCTION**

Effective emergency management is essential to protecting the safety, resilience, and well-being of Thunder Bay’s residents. As our city faces a growing array of threats, including extreme weather events, wildfires, flooding, cyber attacks, and public health emergencies, it is critical to adopt a coordinated, cooperative, and proactive approach to mitigation, preparedness, response, and recovery. This Emergency Management Strategy provides a framework and direction guiding the ongoing work of the City of Thunder Bay Emergency Management Program.

In recent years, the impacts of climate change have become increasingly evident in Northwestern Ontario. Thunder Bay is experiencing more frequent and intense storms, rising temperatures, and shifting precipitation patterns, all of which heighten the risk of flooding, infrastructure failure, and wildfire-related emergencies. This Strategy embeds climate resilience principles, ensuring that emergency management efforts are grounded in science, support adaptation, and enhance the community’s long-term capacity to withstand and recover from climate-driven events as well as other community emergencies.

Equally important is the recognition that emergencies do not affect all residents equally. In Thunder Bay, social and economic disparities can amplify the impacts of disasters on vulnerable populations, including low-income households, seniors, people living with disabilities, Indigenous community members, newcomers to Canada, and those experiencing homelessness. A commitment to social equity is embedded throughout this plan, guiding how risks are assessed, how resources are deployed, and how communities are engaged and supported before, during, and after emergencies. By investing in climate-informed, equity-focused emergency management today, Thunder Bay is taking decisive steps toward a secure, adaptive, and just future for all its residents.

## COMMUNITY PROFILE

Thunder Bay is a single-tier municipality situated on the northwestern shore of Lake Superior and is the largest urban centre in Northwestern Ontario. The community has a census population of approximately 108,000 people with more than 130,000 in the metropolitan area. However, research suggests there may be over 20,000 additional residents not represented in these figures, particularly Indigenous populations<sup>1</sup>. The City serves as a regional hub for healthcare, education, transportation, and commerce. The City boasts an abundance of natural environments in both the rural and urban areas of the city.

The region is subject to various hazards, with recent past events including severe flooding, severe weather events, and the COVID-19 pandemic. There is an extensive wildland urban interface region; putting significant areas of the community and key infrastructure at risk of forest fire impacts. Climate change is anticipated to increase the frequency of severe weather events, the number of fire spread days each summer, and increase the frequency of extreme heat events.

In addition to local threats, the community also plays a key role in supporting emergency response throughout the region; including regularly hosting communities across Northwestern Ontario evacuated for flood, wildfire, or infrastructure failures.

Hazards are exacerbated by local social inequities that contribute to community vulnerability; including relatively high rates of homelessness, food insecurity, and chronic illness including addiction; compounded by barriers to healthcare access and other critical supports.

Despite these challenges, Thunder Bay benefits from strong community networks, a capable emergency services sector, and a culture of collaboration between government, Indigenous partners, and local organizations. These strengths form the foundation for a resilient, coordinated emergency management system.

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<sup>1</sup> McConkey, S., Brar, R., Blais G., Hardy, M., Smylie, J. (2022). Indigenous Population Estimates for the City of Thunder Bay.  
March 19, 2026

## LEGAL AUTHORITY

The *Emergency Management and Civil Protection Act* (the Act), and its regulations, is the legal authority for all municipal and ministry emergency response plans in Ontario.

*The Act* requires municipalities to develop, implement, and maintain an emergency management program and plan, and adopt them by a by-law.

An emergency management program must consist of:

- An emergency plan;
- Identification of critical infrastructure, community hazards and risk assessments;
- Training programs and exercises for employees of municipalities and other persons with respect to the provision of required services and procedures to be followed in emergency response and recovery activities. This includes an annual practice exercise for a simulated emergency incident in order to evaluate the municipality's emergency response plan and its own procedures;
- Public education on risks to public safety and on public preparedness for emergencies; and
- Any other element required for municipalities in standards of emergency management programs that may be developed by the Ministry of Emergency Preparedness and Response.

Specific statutory appointments exist for the various key roles to support the overall management during an emergency. Ontario Regulation 380/04 describes emergency management standards for municipal emergency management programs.

The required elements consist of:

- Establishment of an Emergency Management Program Committee, (EMPC).
- Establishment of a Municipal Emergency Control Group (MECG)
- Development of an emergency response plan
- Implementation of an Emergency Operations Centre (EOC) with appropriate communications systems.
- Designation of an Emergency Information Officer (EIO); and
- Designation of a Community Emergency Management Coordinator (CEMC).

## **MUNICIPAL EMERGENCY MANAGEMENT PROGRAM COMMITTEE**

Overall leadership in the development and delivery of the community's emergency management program is provided by the Thunder Bay Emergency Management Program Committee. The Committee meets a minimum of twice a year and is chaired by the Community Emergency Management Coordinator or their alternate to provide overall leadership in the development and delivery of the community's emergency management program.

The purpose of this committee is to:

- Review the City's emergency management program annually
- Provide advice to the Community Emergency Management Coordinator in the development of the emergency management work plan
- Support the development and delivery of emergency management program objectives, including exercises and staff training
- Make recommendations to Council for the continued development of the emergency management program
- Assist the Community Emergency Management Coordinator in meeting the legislated level of emergency management as dictated by the Province of Ontario

Membership includes:

- Mayor (Head of Council)
- Community Emergency Management Coordinator
- City Manager
- Chief of Thunder Bay Fire Rescue
- Chief of Superior North Emergency Medical Services
- Chief of Thunder Bay Police Service
- Commissioner of Infrastructure and Operations

## **EMERGENCY MANAGEMENT WORKING GROUP**

The Emergency Management Program is supported by the Emergency Management Working Group, which incorporates both internal and external stakeholders to guide the continued evolution of the Emergency Management Program and collaboration on emergency management throughout the community.

Meetings do not require all members to be present and include designates from the EMPC committee where appropriate.

## **HAZARD PRIORITIZATION**

As part of the City's Hazard Identification and Risk Assessment (HIRA) process, the City of Thunder Bay has determined that the community is vulnerable to numerous hazards. These hazards are grouped into three major categories:

**Natural Events:** Events such as severe weather, floods, blizzards, tornadoes, food or human health emergencies.

**Human-Caused Events and Accidental Hazards:** Incidents intended to do harm to public safety and security, civil disorder, wars, bomb threats, improvised explosive devices and improvised dispersal devices. Chemical, biological, radiological and/or nuclear agents may be used on their own, or in combination with these devices.

**Technological & Infrastructure Disruptions:** Incidents involving hazardous materials, utility and power failures, transportation accidents, aircraft crashes, water supply failures, building or structural collapse, critical resource shortages, or computer-related incidents.

The Hazard Identification and Risk Assessment process incorporates Hazard Probability, Consequence, Vulnerabilities, and Response Capacity in order to estimate impact to the community.

Work will be ongoing to estimate key drivers of risk, such as climate change, community growth, and demographic shifts to anticipate how risks may evolve in the years to come.

The HIRA report, Critical Infrastructure List, and Municipal Essential Services documents are valuable references for all stages of emergency management to understand the impacts of hazards on our community.

## **MITIGATION**

Mitigation involves proactive actions taken to reduce or eliminate the long-term risks posed by natural and human-made hazards.

In Thunder Bay, mitigation efforts are essential for enhancing community resilience by addressing vulnerabilities in infrastructure, land use, and environmental systems. These actions lay the foundation for a safer future by reducing the potential impact of emergencies before they occur.

### **Resilient Infrastructure**

- Encourage climate-resilient building standards and retrofits for public facilities, emergency shelters, and vulnerable housing.
- Launch public education campaigns on household-level mitigation.
- Maintain prioritized critical infrastructure list, incorporating both municipally owned and external assets.
- Increase redundancy and spare inventory for critical infrastructure and components where feasible.
- Enhance vegetation management, fire breaks, and other protective measures around key infrastructure and residential zones.
- Promote nature-based solutions, such as green infrastructure, to absorb floodwaters and mitigate heat island effects.

### **Equity and Vulnerability Reduction**

- Identify and map vulnerable populations for targeted mitigation support.
- Explore creation of a vulnerable population registry
- Support affordable housing retrofits to reduce risk from climate hazards.
- Partner with community organizations to engage vulnerable groups and co-develop mitigation strategies.

### **Integration**

- All departments consider identified hazards in their decisions, for land-use planning, infrastructure design, and program investment.
- Use a climate equity lens in corporate reports to communicate the community risk and vulnerability considerations of municipal decisions.

### **Partnerships and Funding**

- Apply for federal and provincial mitigation funding and capacity programs
- Formalize and routinely update agreements with critical stakeholders, including utilities, NGOs, First Nations, and neighbouring municipalities.

## **PREPARATION**

Preparedness focuses on ensuring that individuals, organizations, and the municipality are ready to respond effectively to emergencies. This includes planning, training, public education, and resource coordination.

In Thunder Bay, preparedness activities strengthen the capacity of emergency responders and the public alike, ensuring a coordinated and timely response when disasters strike.

### **Emergency Planning and Coordination**

- Review and update the municipal Emergency Response Plan annually to reflect current risks and lessons learned from recent events.
- Develop hazard-specific annexes (e.g., for wildfires, floods, hazardous materials, pandemics, evacuations) to support rapid, tailored responses.
- Consider opportunities to expand existing contingency plans for responding to some community needs without EOC activation (e.g. Severe Weather Plan for Vulnerable Populations).
- Encourage departments to maintain updated continuity of operations plans; outlining essential services and critical infrastructure dependencies.
- Routinely update critical infrastructure list based on identified impacts and dependences.
- Enhance mutual aid and coordination protocols with community organizations surrounding First Nations, municipalities, and provincial agencies.

### **Municipal Evacuation Planning**

- Develop risk-based evacuation scenarios for both local evacuations and hosting; with associated neighbourhood evacuation strategies for various sizes of evacuated populations
- Clear decision-making criteria for issuing evacuation advisories or orders
- Communication templates with clear guidance for households; incorporating considerations for children, pets, and other population specific needs
- Engage with evacuees previously hosted in Thunder Bay to improve processes.

### **Staff Training**

- Conduct regular IMS training sessions for municipal staff, elected officials, and emergency responders on roles, responsibilities, and procedures.
- All MCEG members and alternates receive training on the emergency plan and on the IMS framework
- Support collaborative training opportunities with community partners and surrounding communities to increase regional capacity.
- Front line emergency responders conduct hazard-specific training in collaboration with provincial and federal agencies.
- Include municipal emergency management awareness training for administration, to improve awareness of the role of the MCEG and EOC, and what supports may be available in an emergency

### **Emergency Exercises**

- Maintain emergency exercise program, guiding annual emergency exercises.
- Facilitate annual multi-agency emergency exercises, simulating complex emergencies and disasters.
- Incorporate climate and equity lenses into scenario planning to ensure inclusive and forward-looking preparedness.
- Conduct formal debriefs and after-action reports after each exercise or real incident, documenting lessons learned and updating plans and training accordingly.

### **Public Education and Outreach**

- Develop and promote personal preparedness campaigns, encouraging households to have emergency kits, plans, and contact lists.
- Create targeted materials to support groups with elevated or unique risks, particularly those unable to maintain 72-hour preparedness kits.
- Partner with local NGOs, faith groups, and Indigenous organizations to co-design culturally relevant preparedness initiatives.
- Offer recurring training sessions for community volunteers
- Explore implementation of community supported resilience hubs
- Host preparedness training for community groups, schools, and businesses, focused on emergency kits, evacuation planning, and hazard awareness, leveraging Ontario Corps support where possible.

### **Emergency Alerting and Communication**

- Enhance public alerting systems, including integration with Alert Ready, local media organizations, and social media.
- Establish communication protocols for vulnerable and remote populations, including those without internet or cell service.
- Prepare pre-scripted messages for priority hazards to ensure timely and consistent communication.

### **Resource Management and Logistics**

- Maintain and regularly update inventories of emergency supplies (e.g., cots, water, PPE) for reception and evacuation centres.
- Establish agreements with suppliers and service providers for rapid access to food, fuel, transportation, and shelter.
- Develop plans for spontaneous donations and volunteer management during large-scale emergencies

### **Integration with Provincial and Federal Systems**

- Ensure municipal training aligns with Federal and Provincial standards
- Take part in regional emergency exercises where feasible.
- Explore Federal and Provincial training, funding, and guidance documents where available.

### **Equity-Focused Preparedness**

- Ensure preparedness materials and plans address barriers faced by marginalized populations.
- Create tailored outreach for high-risk groups, including people living in poverty, those experiencing homelessness, and Indigenous youth.
- Use an equity impact lens to evaluate preparedness policies and identify gaps.
- Introduce equity and cultural competency training for emergency management personnel

## **RESPONSE**

The response phase encompasses immediate actions taken during and immediately after an emergency to protect life, property, and the environment.

In Thunder Bay, response efforts rely on coordinated operations, clear communication, and rapid deployment of resources; following Ontario IMS 2.0 guidance. This section outlines how the municipality will manage emergencies through efficient command structures and public safety strategies.

### **Incident Management System Response Goals**

- 1. Protect the safety of all incident responders and those affected by the incident*
- 2. Save lives*
- 3. Treat the sick and injured*
- 4. Protect the health of those affected by the incident*
- 5. Safeguard the continuity of government and critical services*
- 6. Protect property and the environment*
- 7. Prevent and/or reduce economic and social losses*

### **Emergency Response Plan Procedures**

- Follow operating procedures, including the Municipal Emergency Response Plan, to respond to community emergencies
- Activate the Emergency Operations Centre as required
- Variations from plan should be clearly communicated and recorded

### **Emergency Operations Centre Facility**

- Should be dedicated area to maintain availability of critical resources, including food; personal rest supplies; as well as regularly updated copies of relevant plans, forms, and procedures.
- Facility selected with accessibility and resilience in mind
- Should have IMS best practice equipment, including position identification vests
- Should be able to support both in-person and virtual meeting attendees in a hybrid format
- Checklists for EOC roles, including technical specialists and external agency representatives

### **Emergency Communications**

- Issue timely, accurate, and accessible public alerts and instructions targeting affected populations
- Coordinate with community organizations to support consistent messaging.
- Create a public facing section of municipal website where citizens can find the most recent emergency releases and specialized instructions
- Produce regular communications updating city council on response progress, as well as guidance on redirecting community members to appropriate resources and informing internal staff on any changes to responsibilities.
- Support access to telecommunications connectivity for affected populations to access information; including considerations for device charging and internet connections at reception centres.

### **Health, Safety, and Well-being**

- Deploy emergency mental health and crisis support services, for affected populations, emergency responders, and emergency managers
- Enforce personnel cycling to manage responder and EOC capacity. Duty time in the EOC should not exceed 14 consecutive hours and be followed by a minimum of 8 uninterrupted hours of rest time.

### **Resource Management and Mutual Aid**

- Track the deployment and status of all municipal and partner resources (personnel, equipment, supplies).
- Request provincial or federal support if local capacity is exceeded.
- Implement mutual aid agreements with neighbouring communities

### **Special Populations and Equity Considerations**

- Support seniors, people with disabilities, Indigenous residents, and non-English speakers through targeted outreach and tailored services.
- Use pre-identified community liaisons or navigators to provide inclusive response.

### **Documentation and Information Management**

- Maintain detailed incident records, including decisions, actions, and resource deployment using IMS compliant forms.
- Prepare situation reports for internal and external partners.
- Begin collecting data for financial recovery and reimbursement tracking.

## **RECOVERY**

Recovery is the process of restoring and rebuilding after an emergency, with a focus on returning the community to safe and sustainable conditions.

In Thunder Bay, recovery efforts will be guided by principles of resilience, equity, and collaboration. This section outlines short- and long-term recovery actions that support healing, rebuilding infrastructure, and strengthening the community for the future.

### **Recovery Coordination and Leadership**

- Following significant incidents, designate a Recovery Coordination Team with relevant cross-sector representation.
- Develop a Recovery Action Plan with clear timelines, roles, and resource needs.
- Coordinate with external stakeholders as appropriate

### **Transition from Response to Recovery**

- Formally declare transition from response to recovery phase.
- Deactivate EOC when appropriate and shift coordination to the Recovery Coordination Team.
- Conduct initial impact and needs assessment across sectors (housing, infrastructure, economy, etc.).

### **Restoration of Essential Services**

- Prioritize restoration of:
  - Power, water, natural gas, and sewer services
  - Transportation routes
  - Telecommunications
- Coordinate closely with service providers and contractors.
- Monitor service accessibility, especially for vulnerable populations.
- Rebuild damaged infrastructure, evaluating opportunities to “build back better” with climate resilient design

### **Community Support and Social Services**

- Provide ongoing support for displaced individuals and families.
- Re-establish and expand access to:
  - Housing and shelter support
  - Food, clothing, and transportation
  - Mental health and trauma counselling
- Collaborate with community partners (e.g., NGOs, health units, Indigenous organizations).

### **Public Communication and Engagement**

- Continue regular communication with the public on progress and restored services
- Consider hosting community meetings and feedback sessions.
- Use accessible and inclusive communication channels.

### **Financial Recovery and Reimbursement**

- Track and document all eligible costs related to emergency response and recovery.
- Apply for provincial (e.g., Municipal Disaster Recovery Assistance) and federal funding.
- Support residents and businesses in accessing relief funds and insurance claim

### **After-Action Review and Improvement Planning**

- Hold one or more critical action debriefs following significant response actions to inform continual improvement.
- Publish mandatory After-Action Reviews (AAR) following exercises or EOC activation.
- Gather input from all responding agencies, stakeholders, and community members.
- Identify lessons learned and update emergency and recovery plans accordingly.
- Provide training and briefings based on AAR findings.

## **PROGRAM MAINTENANCE, REVISION, AND TESTING**

The City of Thunder Bay's Emergency Management Program is developed and maintained by the Emergency Management Program Committee and Emergency Management Working Group under the authority of Municipal By-law 087-2026 and in accordance with the *Emergency Management and Civil Protection Act*.

## **ASSOCIATED DOCUMENTS**

- Ontario IMS Guidance 2.0
- Emergency Response Plan
- Hazard Identification and Risk Assessment Report (*anticipated 2026*)
- Critical Infrastructure List
- Municipal Essential Services
- Contingency Plans
- Evacuation Plan
- Recovery Plan
- Severe Weather Plan for Vulnerable Populations
- Emergency Food Plan (*external*)



Schedule B - By-law 087-2026

2026

# EMERGENCY RESPONSE PLAN

REVIEWED:

19/03/2026

## INTRODUCTION

The Emergency Response Plan (ERP) outlines a centralized controlled and coordinated response to support responders and safeguard property, the environment and the health, safety and welfare of the residents and visitors of the City of Thunder.

Based on the Incident Management System (IMS), the ERP is designed to support individuals and agencies, both internal and external, which may become involved in a municipal emergency response to become aware of their respective roles and responsibilities during an emergency.

The ERP scope addresses incidents that warrant the activation of the Emergency Operations Centre, not addressing emergencies that are handled on site by appropriate first responding agencies. The ERP is intended to complement existing contingencies, standard operating procedures, and other emergency prevention, mitigation, preparedness, and recovery initiatives that make up the municipal emergency management program.

The following response goals are applied to all emergency situations:

1. Protect the safety of all incident responders and those affected by the incident
2. Save lives
3. Treat the sick and injured
4. Protect the health of those affected by the incident
5. Safeguard the continuity of government and critical services
6. Protect property and the environment
7. Prevent and/or reduce economic and social losses

## LEGAL AUTHORITY

The legislation, regulations, related standards, and By-Laws under which the municipality and its employees are authorized to respond to an emergency are:

- The *Emergency Management and Civil Protection Act*, RSO 1990, c. E.9, as amended (the *Act*) and its regulations, including Ontario Regulation 380/04 (Standards).

The *Act* requires municipalities to develop, implement, and maintain an emergency management program, and adopt it with a by-law.

## **MUNICIPAL EMERGENCY CONTROL GROUP**

In the case of an emergency, the Emergency Operations Centre will be activated and operated by the Municipal Emergency Control Group (MECG) and support staff as needed.

The City Manager, or in their absence, an Acting City Manager, will assume the EOC Commander role and chair the MECG.

The City of Thunder Bay's MECG consists of the following members or their designates:

- City Manager
- Fire Chief
- Police Chief
- EMS Chief
- Community Emergency Management Coordinator (CEMC)
- Commissioner Infrastructure and Operations
- Commissioner Community Services
- Commissioner Corporate Services
- Commissioner Growth
- Emergency Information Officer
- Community Support Table Liaison

The City of Thunder Bay's Manager, Communications & Public Relations, is appointed as the Emergency Information Officer.

The City of Thunder Bay's Director, Community Strategies Division is appointed as the Community Support Table Liaison.

When activated, the MECG is additionally supported by the Scribe, Safety Officer, and relevant Technical Specialists.

Depending on the nature of the emergency, external agencies and organizations not normally part of the MECG may be asked to send a representative to attend the MECG meetings.

## EMERGENCY OPERATIONS CENTRE

The Emergency Operations Centre (EOC) is a central hub for the MECG and support personnel to carry out the functions of managing the emergency at the strategic level.

During an emergency, EOC personnel will meet at regular intervals or as required to provide and receive situation updates relating to the emergency. The EOC will consider strategic objectives and develop an action plan for a defined operational period. This interval will be known as the EOC operational period.

All members of the MECG shall assign designates to attend the EOC and act for them in their absence as required.

## ACTIVATION

The Emergency Response Plan and Emergency Operations Centre may be partially or fully activated when there is an identified need for significant coordination. This can include active or imminent hazards threatening the community; support of other communities' emergency responses; or to manage risks during a planned event.

Response Level	Description	Criteria
<p style="text-align: center;"><b>Normal Operations</b></p>	<p>Activities that are normal for the EOC when no incident or specific risk or hazard has been identified</p> <p>The CEMC will coordinate routine watch and warning activities as they emerge.</p>	<p>Routine operations, including emergency responses within the scope of first responders</p>
<p style="text-align: center;"><b>Partial Activation</b></p>	<p>Select EOC team members/organizations are activated to monitor a credible threat, risk, or hazard and/or support risk management during a planned event.</p>	<p>Significant potential impact to citizens, property and environment.</p> <p>Significant media attention</p> <p>Significant demand on resources</p>
<p style="text-align: center;"><b>Full Activation</b></p>	<p>The EOC team is activated, including personnel from assisting agencies, to support response to a major incident or credible threat.</p>	<p>Major impact on citizens, property and environment</p> <p>Major public interest</p> <p>Major demand for resources impacting business continuity</p>

## ACTIVATION OF THE PLAN

The City of Thunder Bay's Emergency Response Plan can be activated:

- Directly by any member or acting designate of the MECG directly **and/or**
- By request to a member of the MECG by the municipal department, community partner, or emergency responder most directly involved in the response and/or mitigation of an emergency. The request for activation will be considered based on the size, seriousness, or complexity of the emergency and the response capability of that agency.

On receipt of instructions from a member of the MECG, the POLICE COMMUNICATIONS CENTRE (684-1555) will call out the Municipal Emergency Control Group (MECG), MECG alternates if the primary member is unavailable, and named Support Positions by telephone or the most effective means. The member of the group giving the call-out instruction will decide if this is to be a call-out or standby.

The primary Emergency Operations Centre is:

- Superior North EMS, 105 Junot Avenue South

Alternate Emergency Operations Centres are:

- Thunder Bay City Hall, 500 Donald Street
- Thunder Bay Fire Rescue Station #3, 60 S. Water Street

Depending on the nature of the incident, a virtual Emergency Operations Centre may be established in lieu of a physical Emergency Operations Centre.

## DECLARATION OF AN EMERGENCY

The Mayor, or acting head of council, may declare that an emergency exists in the municipality, or in any part thereof, and such emergency declaration will only be made, if the Mayor, or acting head of council, has consulted the ERP, consulted with the MECG, and is satisfied that the taking of an authorized action is necessary to address the situation or impending situation without the risk of serious delay. They may make such orders as they consider necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area for the duration of the declared emergency.

Should circumstances warrant an emergency declaration, the Mayor or acting head of council must complete and submit a formal written "Declaration of Emergency" to Emergency Management Ontario.

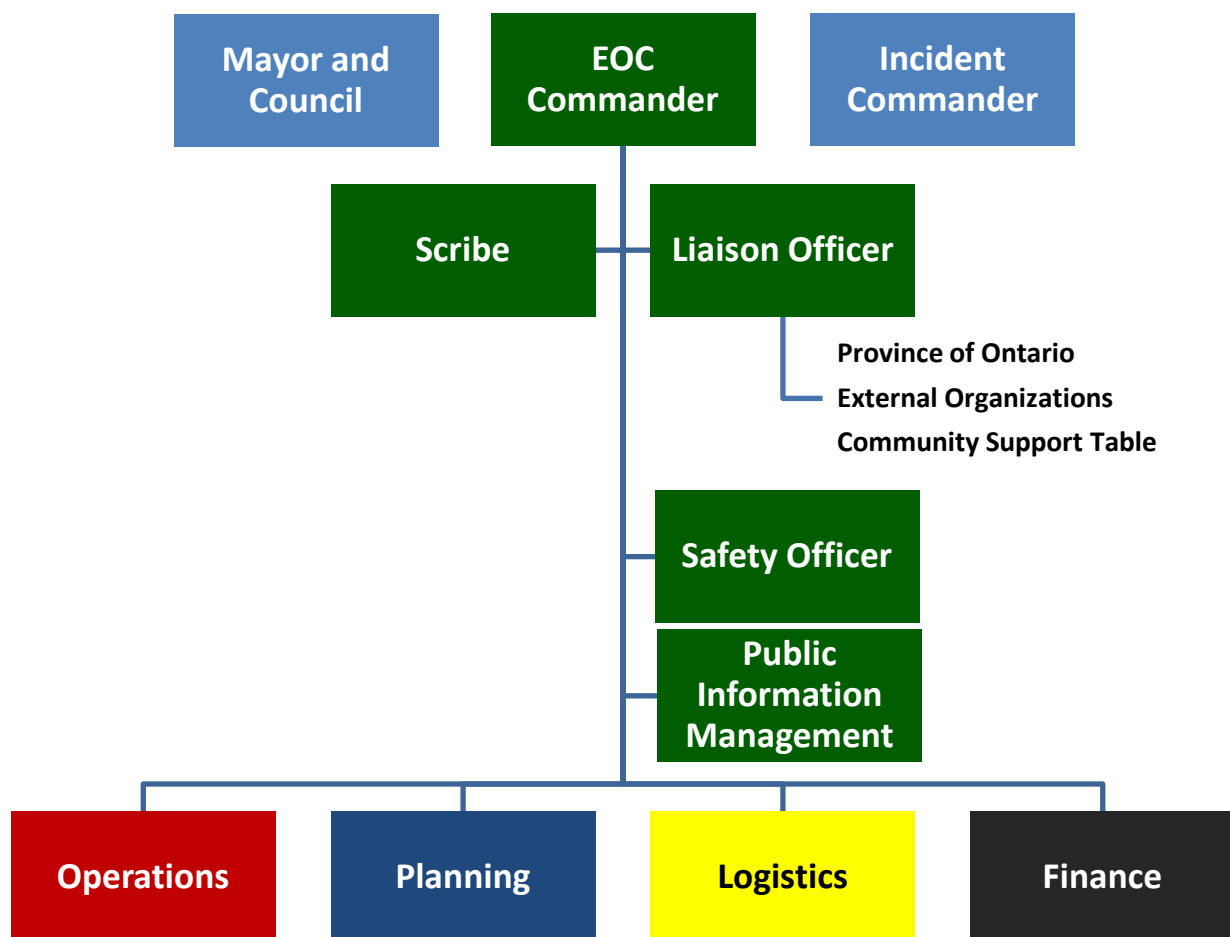
A municipal emergency may be declared terminated at any time by the Head of Council or the Council of a municipality, and/or by the Premier of Ontario through submission of a written "Termination of a Declared Emergency" to Emergency Management Ontario.

***An emergency declaration is not necessary to activate the plan, convene the MECG, or request assistance from outside agencies, surrounding communities, or higher levels of government.***

## ROLES AND RESPONSIBILITIES

The Incident Management System (IMS) is a standardized command and control approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. Standardized processes and terminology allow incident responders to formulate a unified plan to manage the situation. The standardized terminology reduces the risk of miscommunication among the many responders.

The position summaries to follow are intended to guide collaboration and complement IMS training and position checklists.



ROLE	RESPONSIBILITY
<b>EMERGENCY OPERATIONS CENTRE (EOC)</b>	<p>The Emergency Operations Centre (EOC) is where the MECG carries out the functions of managing the emergency at the strategic level.</p> <p>The functions performed in the EOC include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Supporting on-site incident response</li> <li>• Collecting, gathering and analyzing data</li> <li>• Making decisions that protect life and property</li> <li>• Maintaining continuity of municipal operations</li> <li>• Disseminating decisions to response agencies and the public</li> </ul> <p>EOC functions <b>do not</b> include tactical decisions for on-site responders or resources. That responsibility lies with the Incident Commander.</p> <p>Not all IMS positions are required to be filled in an emergency, but all IMS functions must be assigned. One person may be assigned to multiple IMS roles.</p> <p>All personnel should reference relevant contingency plans and procedures, use established templates and resources such as the Critical Infrastructure List, and be aware of their responsibilities listed in this plan, the IMS Common Responsibilities Checklist and the Position Checklist for their assigned role(s).</p>
<b>MAYOR</b>	<ul style="list-style-type: none"> <li>• Declare and terminate an emergency, in accordance with the Act and its regulations</li> <li>• Ensure members of Council are notified of the emergency and updated on response</li> </ul>

<p><b>ACTING HEAD OF COUNCIL</b></p>	<ul style="list-style-type: none"> <li>• Notifying the Mayors of adjoining municipalities of the emergency if required and providing any status reports</li> <li>• promptly notify the Minister of a declaration of emergency</li> <li>• regularly report to the public respecting the declaration of emergency until it has terminated</li> <li>• report to Council, every 30 days, until the declared emergency has terminated outlining the reasons why it remains necessary for the emergency declaration to be in effect</li> <li>• after a termination of the emergency, report to the Minister, in accordance with the Act and its regulations</li> </ul>
<p><b>CITY COUNCILLORS</b></p>	<ul style="list-style-type: none"> <li>• May assist the Emergency Information Officer to relay information to community members</li> <li>• Liaise through acting head of council regarding any concerns from constituents</li> </ul>
<p><b>INCIDENT COMMANDER</b>  SITE</p>	<ul style="list-style-type: none"> <li>• Establish and maintain command of the incident site (when incident has specific location)</li> <li>• Coordinate with EOC for support, considering unified command where appropriate</li> <li>• Set the incident objectives, strategies, and priorities.</li> </ul>
<p><b>EOC COMMANDER</b>  CITY MANAGER</p>	<p>Overall authority and responsibility for the activities of the EOC.</p> <p>Until otherwise delegated, all EOC functions are the responsibility of the EOC Commander.</p> <ul style="list-style-type: none"> <li>• Sets priorities and objectives for operational periods and ensures they are carried out.</li> <li>• Approves EOC Incident Action Plan (IAP)</li> <li>• Liaises with the Incident Command and Mayor</li> <li>• Approves emergency information releases.</li> <li>• Determine what sections are needed, assign section chiefs as appropriate</li> </ul>

<b>SCRIBE</b>	<ul style="list-style-type: none"> <li>Record all critical decisions, actions, briefings, and resource requests in real time</li> <li>Support clear and traceable information for continuity, accountability, and after-action review</li> </ul>
<b>PUBLIC INFORMATION MANAGEMENT</b>  <b>EMERGENCY INFORMATION OFFICER</b>	<ul style="list-style-type: none"> <li>Acts as the primary media and public contact for the municipality in an emergency</li> <li>Collects and disseminates accurate and timely emergency information both during and following an emergency</li> <li>Develops and shares messages to the public, through the media, and through other trusted community sources</li> <li>Activates Emergency Information Centre</li> <li>Tracks media reports including social media feeds for trends or misinformation</li> <li>Liaises with other organizations' communication leads</li> </ul>
<b>SAFETY OFFICER</b>	<ul style="list-style-type: none"> <li>Monitors physical and mental safety of EOC and response personnel</li> <li>Recommends safety modifications to operations</li> <li>Assesses and monitors response risks and halts operations if necessary</li> </ul>
<b>LIASON OFFICER</b>  CEMC	<ul style="list-style-type: none"> <li>Invites required or requested agencies and stakeholders to the EOC</li> <li>Provides orientation to agencies and stakeholders entering the EOC</li> <li>Supports coordination with engaged local, provincial, and/or federal partners</li> </ul>
<b>COMMUNITY SUPPORT TABLE LIAISON</b>	<ul style="list-style-type: none"> <li>Support communication and coordination between the EOC and Community Support Table member organizations</li> <li>Primary contact will be Liaison Officer, may be redirected as appropriate</li> </ul>
<b>OPERATIONS SECTION</b>	<ul style="list-style-type: none"> <li>Meet the incident objectives and priorities stated in the IAP</li> <li>Manages tactical operations.</li> <li>Develops the operations portion of the IAP</li> </ul>

	<ul style="list-style-type: none"> <li>Maintains contact with Incident Commander, subordinate Operations personnel, and other agencies involved in the incident.</li> </ul>
<b>PLANNING SECTION</b>	<ul style="list-style-type: none"> <li>Collects, confirms, analyzes and shares incident information gathered from incident responders</li> <li>Develops EOC IAP in coordination with other IMS functions.</li> <li>Conducts advance planning activities</li> <li>Plans for EOC demobilization</li> </ul>
<b>LOGISTICS SECTION</b>	<ul style="list-style-type: none"> <li>Arranges and provides services and supports including personnel, supplies, facilities and other resources to an incident</li> <li>Provides other support services such as arranging for food and lodging for workers within the EOC and other sites.</li> </ul>
<b>FINANCE &amp; ADMINISTRATION SECTION</b>	<ul style="list-style-type: none"> <li>Manages incident-specific finance and administration activities including payroll, vendor contracts and incident cost tracking.</li> <li>Coordinates claims and compensation.</li> <li>Tracks and reports on personnel time.</li> </ul>
<b>TECHNICAL SPECIALISTS</b>	<ul style="list-style-type: none"> <li>Provide technical observations, recommendations, and other support as needed to incident staff</li> <li>Report to Planning Section chief by default, may be reassigned as appropriate</li> </ul>
<b>EMERGENCY SOCIAL SERVICES</b>	<ul style="list-style-type: none"> <li>Supports the essential needs of individuals, households, and communities affected by disaster.</li> <li>Report to Operations Section chief by default, may be reassigned as appropriate</li> </ul>
<b>ORGANIZATION REPRESENTATIVE</b>	<ul style="list-style-type: none"> <li>Represent partner organization to support coordination of incident response</li> <li>Primary contact will be Liaison Officer, may be redirected as appropriate</li> </ul>

**Municipal Emergency Control Group and Designates** must be aware of the contents of the Emergency Response Plan and must be trained on how to carry out their assigned roles and responsibilities as outlined in the plan.

## **EMERGENCY DOCUMENTATION**

It is extremely important to accurately document all major decisions, individuals contacted, instructions issued, and actions taken in an emergency. Emergency record keeping should utilize Incident Management System forms from Emergency Management Ontario or other NIMS compatible formats.

All EOC positions are required to keep an activity log during events and completed forms must include contact information for the individual completing the document and other individuals involved in response efforts.

All documentation developed during an event is to be submitted, retained, and managed by the Planning Section. Staff are required to submit completed forms regardless of their usage in the IAP or other formal document planning.

## **DEACTIVATION AND RECOVERY**

Deactivation of the EOC will be performed once all objectives associated with the developed demobilization plan have been achieved.

Criteria considered for EOC deactivation is, but not limited to:

- The incident is resolved
- All resources assigned to the incident have been released and returned to their home base
- The EOC is/are no longer required as the incident has been stabilized
- On-going recovery operations are to be managed from a separate entity such as normal municipal operations.

The deactivation will be announced to all personnel including any assisting or cooperating agencies during the final briefing. If the general public was informed of facility activation, deactivation will also be communicated.

A critical incident debrief shall be held following EOC activations, and an after-action report shall be created following exercises, full EOC activations, and emergency declarations to inform corrective actions and continual improvements to emergency management procedures.

For significant incidents, a Recovery Coordination Team should be designated to support recover actions.

A report summarizing the event, actions taken, and evaluation of responsibilities, including any recommended changes to the Emergency Response Plan and its associated documents, should be produced after the event concludes.

## **PLAN MAINTENANCE, REVISION, AND TESTING**

The City of Thunder Bay's Emergency Response Plan is developed and maintained by the Emergency Management Program Committee under the authority of the *Emergency Management and Civil Protection Act*, and its regulations.

The group is chaired by the Community Emergency Management Coordinator, and membership includes:

- Mayor (Head of Council)
- Community Emergency Management Coordinator
- City Manager
- Chief of Thunder Bay Fire Rescue
- Chief of Superior North Emergency Medical Services
- Chief of Thunder Bay Police Service
- Commissioner of Infrastructure & Operations

The plan is reviewed and revised on an annual basis by the Emergency Management Program Committee and circulated to all plan holders.

The Emergency Management Program Committee is supported by the Emergency Management Program working group, which includes both internal and external representatives and subject matter experts.

Annual exercises are conducted in order to test the overall effectiveness of the City's Emergency Response Plan and provide training to emergency response and recovery stakeholders in the City of Thunder Bay. Recommendations stemming from these exercises are incorporated into the plan where necessary.

## **GLOSSARY OF TERMS**

### **ACRONYMS**

### **ASSOCIATED DOCUMENTS**

EOC Forms  
IMS 201 – Incident Briefing  
IMS 202 – Incident Objectives  
IMS 209-G – Incident Status Summary  
IMS 211 – Check-In List  
IMS 214 – Activity Log

### **ASSOCIATED DOCUMENTS**

IMS Position Checklists  
Meeting Agenda Templates  
Communication Templates  
Contact lists  
HIRA  
Critical Infrastructure List  
Hazard-Specific Contingencies  
Evacuation Plan  
Recovery Plan  
Corporate Pandemic Plan

# City Council Report

**REPORT NUMBER** 037-2026-Corporate Services-Revenue

**DATE**

**PREPARED**

March 18, 2026

**FILE**

**CITY COUNCIL  
MEETING DATE**

April 7, 2026

**SUBJECT**

Property Tax Accounts with 2024 Arrears

## **RECOMMENDATION TO CITY COUNCIL**

WITH RESPECT to Report 037-2026-Corporate Services-Revenue, we recommend the registration of tax arrears certificates against the properties as shown in Attachment A to this report, thereby starting the Municipal Tax Sale process;

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

## **EXECUTIVE SUMMARY**

The purpose of this Report is to seek approval for the registration of tax arrears certificates against properties for which taxes are over two years in arrears totaling \$15,462,622.90. The affected properties are listed in Attachment A to this Report.

A Tax Arrears Certificate indicates that the property will be sold if taxes, penalties, interest and reasonable costs incurred by the City are not paid within one year of registration of the certificate. Once a certificate has been registered, partial payments cannot be accepted, but an approved extension agreement may be arranged with the property owner/interested party prior to the expiry of the one-year period.

Tax registration is typically a measure of last resort. Administration will make every effort to collect outstanding taxes using the various tools available. Only after all reasonable collection methods have been exhausted is tax registration pursued.

## **DISCUSSION**

Under the *Municipal Act, 2001*, property taxes are levied consistently across all properties based on their assessed value, forming the basis for how taxes are billed, collected, and ultimately enforced.

Under Section 373 *Municipal Act, 2001*, if a property is two years in tax arrears, the Treasurer of the municipality, unless otherwise directed by the municipality, may prepare and register a tax arrears certificate against the title to that land, thereby starting the Municipal Tax Sale process.

Once a tax arrears certificate is registered, the property owner/interested party, has one year to pay the property tax account in full (cancellation price), or enter into an extension agreement. If the cancellation price is not paid or an extension agreement is not executed within one year of the tax arrears certificate being issued, the property shall be offered for public sale.

City Council, by resolution, may authorize the municipality to bid or submit a tender on the property in a public sale provided there is a municipal purpose for its use.

If there is no successful purchaser of the property, the Treasurer may prepare and register, in the name of the municipality, a notice of vesting in accordance with S. 379 of the *Municipal Act 2001*. The Treasurer’s decision to vest a property is guided by the City’s Corporate Tax Sale Vesting Policy.

The tax sale process may be terminated where, in the opinion of the Treasurer, it is not in the financial interest of the municipality to continue the proceedings.

Tax registration, and ultimately tax sale, is typically a measure of last resort. Administration will make every effort to collect outstanding taxes using the various tools available. Only after all reasonable collection methods have been exhausted is tax registration pursued.

Attachment A is a listing of 162 properties to be registered totaling \$15,462,622.90 which represents 5.9% of the 2024 tax levy. A tax certificate will be registered on these properties unless otherwise directed by Council or unless payment is received in the interim. While the *Municipal Act* permits registration once taxes are two years in arrears, the Treasurer has discretion regarding the timing of registration. As a result, some properties may have taxes owing in excess of two years where registration was not previously recommended.

Historically, most properties registered for tax sale are paid before the redemption date. In most cases, taxes are paid by mortgagees who are notified of the arrears upon registration of a tax arrears certificate. The chart below provides details of the number of properties that were approved for tax registration and sale proceedings in recent years.

Year Approved	# Properties Approved	# Properties Paid Before Tax Sale	# Properties Entered into Extension Agreements	# Properties Sold	# Properties Not Sold
2021	389	364	19	5	1
2022	305	282	17	3	3
2023	331	312	15	4	0
2024	432	405	23	3	1

All accounts listed in Attachment A are over two years in arrears. In addition to regular statements, collection letters were mailed to owners outlining payment requirements and the implication of non-payment; and in several cases, telephone contact was made.

**FINANCIAL IMPLICATION**

This report has no direct financial implications. When a property is listed for tax sale, the minimum tender amount must be equal to the cancellation price or the total outstanding balance on the property tax account.

The operating budget includes an annual provision for write-offs, covering potential tax amounts that may need to be written off due to unsold tax sale properties.

**BACKGROUND**

For Council’s information, statistics pertaining to tax registration for 2024 properties as well as for the previous ten years are as follows:

**NON-RESIDENTIAL PROPERTIES**

Year Approved for Registration	Arrears Year	No. of Properties	Total Arrears Balance	Percent of Tax Levy
2017	2014	32	672,914	0.3
2018	2015	26	691,592	0.3
2018	2016	38	438,768	0.2
2019	2017	45	709,959	0.3
2020	2018	34	826,987	0.4
2021	2019	51	2,447,101	0.9
2022	2020	33	564,567	0.3
2023	2021	35	624,132	0.3
2024	2022	45	878,829	0.4
2025	2023	22	732,516	0.3
2026*	2024	12	14,218,408	5.4

\*Recommended

**RESIDENTIAL PROPERTIES**

Year Approved for Registration	Arrears Year	No. of Properties	Total Arrears Balance	Percent of Tax Levy
2017	2014	149	1,081,793	0.6
2018	2015	152	1,173,087	0.6
2018	2016	199	971,017	0.5
2019	2017	298	1,819,525	0.9
2020	2018	232	1,663,825	0.8
2021	2019	338	1,939,147	1.1
2022	2020	272	1,877,554	0.8
2023	2021	296	2,163,190	0.9
2024	2022	387	2,773,921	1.1
2025	2023	285	2,273,433	0.9
2026*	2024	150	1,244,215	0.5

\*Recommended

**TOTAL PROPERTIES**

Year Approved for Registration	Arrears Year	No. of Properties	Total Arrears Balance	Percent of Tax Levy
2017	2014	181	1,754,707	0.9
2018	2015	178	1,864,679	0.9
2018	2016	237	1,409,785	0.7
2019	2017	343	2,529,484	1.2
2020	2018	266	2,490,812	1.2
2021	2019	389	4,386,248	2.0
2022	2020	305	2,442,121	1.1
2023	2021	331	2,787,322	1.2
2024	2022	432	3,652,749	1.5
2025	2023	307	3,005,949	1.2
2026*	2024	162	15,462,623	5.9

\*Recommended

**REFERENCE MATERIAL ATTACHED**

Attachment A – List of Properties to be registered for 2024 Tax Arrears Under the *Municipal Act, 2021*.

***REPORT PREPARED BY***

Chantal Harris, CPA, Manager – Billing & Collection Services

***REPORT SIGNED AND VERIFIED BY***

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

03/30/26 (MM/DD/YEAR)

**CITY OF THUNDER BAY  
REVENUE DIVISION  
REGISTRATION OF TAX ARREARS CERTIFICATES FOR 2024 TAX ARREARS  
UNDER THE MUNICIPAL ACT, 2001**

**Attachment A**

<b>ROLL NUMBER</b>	<b>ADDRESS</b>	<b>LEGAL DESCRIPTION</b>	<b>OWING AS AT DECEMBER 31, 2025</b>	<b>CLASS</b>
01001026000000	189 PARK AVE	TOWN PLOT E CUMBERLAND PT LOT 4 & 5 S WATER W/S PT LOT	8,001.00	COMMERCIAL
01001074000000	16 CUMBERLAND ST S	TOWN PLOT W CUMBERLAND LOT A S ARTHUR PT LOT 5 R/W RP 55R 1655 PART 8 THRU W PT LOT 1 N PARK	88,260.18	COMMERCIAL
01001143000000	215 CAMELOT ST	TOWN PLOT S CAMERON PT LOT 2	14,599.39	COMMERCIAL
01002004000000	38 - 42 CUMBERLAND ST S	TOWN PLOT S PARK S66 FT LOT 1 & ROW THRU W12 FT LANE	60,416.24	MULTI-RESIDENTIAL/COMMERCIAL
01002026000000	28 COURT ST S	TOWN PLOT S PARK PT LOT 6	27,755.81	COMMERCIAL
01002040000000	289 PARK AVE	TOWN PLOT S PARK E PT LOT 9	7,337.56	RESIDENTIAL
01004078000000	20 COLLEGE ST	PLAN 113 LOT 7	5,876.40	RESIDENTIAL
01009043000000	107 COURT ST S	PLAN 1720 LOT 6	6,071.99	RESIDENTIAL
01009075000000	17 JOHNSON AVE	PLAN 1720 LOT 39	3,528.16	RESIDENTIAL
01009085000000	38 LAKE ST	PLAN 1720 LOT 50	2,329.85	RESIDENTIAL
01011082000000	172 MACHAR AVE	PLAN 159 LOT 21	4,544.48	RESIDENTIAL
01013028000000	117 BANNING ST	PLAN 118 LOT 16 S PT LOT 15	10,746.49	RESIDENTIAL
01013093000000	36 CROWN ST	PLAN 122 BLK D LOT 6	5,209.13	RESIDENTIAL
01014027000000	191 BANNING ST	PLAN 122 BLK A LOT 43	14,802.90	RESIDENTIAL
01014120000000	96 CROWN ST	PLAN 122 BLK C LOT 22 TO 23	5,807.98	RESIDENTIAL
01015048000000	117 WINNIPEG AVE	PLAN M34 LOT 314 PCL 2488	11,250.99	RESIDENTIAL
01015087000000	70 SUMMIT AVE	PLAN M34 LOT 385	12,553.04	RESIDENTIAL
01020019000000	97 ROCKWOOD AVE S	PLAN M43 LOT 53 PCL 1291 PAF	5,872.22	RESIDENTIAL
01020021000000	89 ROCKWOOD AVE S	PLAN M43 LOT 55 PCL 18984	9,473.89	RESIDENTIAL
01023094000000	288 EMPRESS AVE S	PLAN 171 BLK 11 LOT 6 TO 7	7,575.87	RESIDENTIAL
01025138000000	183 ALGONQUIN AVE S	PLAN 171 BLK 18 LOT 35 S PT LOT 34	5,268.03	RESIDENTIAL
01028102000000	101 BLUCHER AVE	PLAN M37 LOT 397 PCL 15701	4,762.26	RESIDENTIAL
01030075000000	510 HARTLAND ST	PLAN 195 LOT 20	6,946.96	RESIDENTIAL
01032002260000	209 VARSITY PL	COND PLAN 2 LEVEL 1 UNIT 26	6,291.97	RESIDENTIAL

**CITY OF THUNDER BAY  
REVENUE DIVISION  
REGISTRATION OF TAX ARREARS CERTIFICATES FOR 2024 TAX ARREARS  
UNDER THE MUNICIPAL ACT, 2001**

**Attachment A**

<u>ROLL NUMBER</u>	<u>ADDRESS</u>	<u>LEGAL DESCRIPTION</u>	<u>OWING AS AT DECEMBER 31, 2025</u>	<u>CLASS</u>
01032002270000	210 ACADEMY DR	COND PLAN 2 LEVEL 1 UNIT 27	6,057.99	RESIDENTIAL
01032028100000	84 ENNISKILLEN AVE	PLAN 782 PT LOT 25 RP 55R12587 PART 3	5,212.84	RESIDENTIAL
01033001020000	69 RAVENWOOD AVE	PLAN 642 PT LOT 18 PT LOT 19 55R1164 PART 3	8,024.19	RESIDENTIAL
01033005000000	370 RAY BLVD	PLAN 106 BLK PT 20 NPT	4,159.61	RESIDENTIAL
01033006120000	135 RAVENWOOD AVE	PLAN 863 LOT 11	7,724.61	RESIDENTIAL
01035130000000	417 MARKLAND ST	PLAN 412 BLK 12 LOT 21	2,197.06	RESIDENTIAL
01036251010000	460 FORT WILLIAM RD	PLAN 8 BLK 28 LOT 25 TO 26	8,103.85	RESIDENTIAL
01037594000000	415 FIFTH AVE	PLAN 8 BLK 7 LOT 27 TO 29	6,246.31	RESIDENTIAL
01037599000000	420 SIXTH AVE	PLAN 8 BLK 7 LOT 35 TO 36	2,411.84	RESIDENTIAL
01037600020000	416 SIXTH AVE	PLAN 8 PT BLK 7 LOT 38 PT LOT 37 RP 55R14754 PART 2	12,487.38	RESIDENTIAL
01037770000000	616 WINNIPEG AVE	PLAN M89 LOT 392 TO 393	7,262.43	RESIDENTIAL
01037773000000	606 WINNIPEG AVE	PLAN M89 LOT 397	788.60	RESIDENTIAL
01037774000000	604 WINNIPEG AVE	PLAN M89 LOT 398	788.61	RESIDENTIAL
01041054000000	114 JEAN ST	PLAN 1268 BLK 2 LOT 9 N PT LOT 5 N PT LOT 6	3,422.95	RESIDENTIAL
01044121000000	27 STOKES ST	PLAN 192 LOT 46	8,483.91	RESIDENTIAL
01049078000000	89 ROCKWOOD AVE N	PLAN M28 LOT 571	4,252.58	RESIDENTIAL
01051010000000	170 ROCKWOOD AVE N	PLAN 372 LOT 15 TO 16	8,926.75	RESIDENTIAL
01051033000000	775 RIVER ST	PLAN 817 E PT LOT 19 W PT LOT 18	7,028.04	RESIDENTIAL
01055113000000	212 ROBINSON DR	PLAN 817 LOT 47 E PT LOT 46	6,632.11	RESIDENTIAL
01057059000000	257 COURT ST N	PLAN 444 BLK L LOT 1 CORNER	11,182.40	RESIDENTIAL
01058036000000	230 COURT ST N	PLAN 579 BLK J LOT 20	8,539.46	RESIDENTIAL
01061075000000	292 CUMBERLAND ST N	PLAN 579 BLK O LOT 25 TO 26	6,994.82	COMMERCIAL
01062001000000	348 ALGOMA ST N	PLAN 125 BLK 6 LOT 1	4,871.12	RESIDENTIAL
01064083000000	233 CLAVET ST	PLAN 121 BLK 48 LOT 22	12,263.22	RESIDENTIAL
01064123000000	389 CUMBERLAND ST N	PLAN 121 BLK 58 LOT 7	9,099.55	RESIDENTIAL

CITY OF THUNDER BAY  
REVENUE DIVISION  
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Attachment A

<u>ROLL NUMBER</u>	<u>ADDRESS</u>	<u>LEGAL DESCRIPTION</u>	<u>OWING AS AT DECEMBER 31, 2025</u>	<u>CLASS</u>
01066018000000	233 CLARKE ST	PLAN 121 BLK 49 LOT 20	4,920.10	RESIDENTIAL
01066049000000	527 COURT ST N	PLAN 739 BLK 51 PT LOT 15 PT LOT 16 PT LOT 17	11,057.40	RESIDENTIAL
01066052000000	244 NELSON ST	PLAN 739 BLK 51 PT LOT 20 TO 22	8,730.22	RESIDENTIAL
01071092000000	178 THERESA ST	PLAN M220 LOT 26 PCL 5722	7,039.75	RESIDENTIAL
01071123000000	67 BRUCE ST	PLAN M18 LOT 61 PCL 6459	5,700.09	RESIDENTIAL
01073011000000	367 MADELINE ST	PLAN M184 N PT LOT 10 PCL 5262	13,047.97	RESIDENTIAL
01077050000000	111 HOURIGAN CRES	PLAN 819 LOT 38	9,142.46	RESIDENTIAL
01078109000000	79 BURRISS ST	PLAN 374 N PT LOT 91 S PT LOT 92	4,688.15	RESIDENTIAL
01079189000000	967 HURON AVE	PLAN 671 N PT LOT 29	4,873.58	RESIDENTIAL
01084109000000	822 DETROIT AVE	PLAN 363 LOT 121 E PT LOT 122	7,152.72	RESIDENTIAL
01085065000000	878 ST CLAIR AVE	PLAN 674 LOT 18 W PT LOT 17	10,495.07	RESIDENTIAL
01087032000000	321 HODDER AVE	PLAN 250 LOT 73 TO 74	14,846.46	RESIDENTIAL/COMMERCIAL
01088105000000	475 ADAMS ST	PLAN 511 LOT 13	5,261.88	RESIDENTIAL
01093202000000	556 GRENVILLE AVE	PLAN M50 LOT 199 TO 200 N PT LOT 198	10,640.59	RESIDENTIAL
02098188000000	5058 MAPLEWARD RD	CROWN A SPT	4,407.07	RESIDENTIAL
02098209000000	NO ADDRESS	PT ML 1 FRANCIS MR875	236.06	RESIDENTIAL
02099143200000	223 VALLEY ST	PLAN 547 PT LOTS 150 & 151 RP 55R12825 PART 7	13,559.40	RESIDENTIAL
02099344540000	1415 JOHN STEET RD	PLAN 55M569 PT LOT 3 RP 55R10189 PARTS 1 TO 3	8,363.19	RESIDENTIAL
02099344550000	1413 JOHN STREET RD	PLAN 55M569 PT LOT 3 RP 55R10189 PARTS 4 TO 6	8,372.28	RESIDENTIAL
02099371000000	1449 LOUIS ST	PLAN 573 LOT 6	14,862.68	RESIDENTIAL
02099389100000	1391 SPENCER RD	PLAN 757 LOT 8	3,298.84	RESIDENTIAL
02099404950000	1482 JOHN STREET RD	PLAN 624 PT LOT 9 RP 55R10768 PART 2	7,587.74	RESIDENTIAL
02100014000000	2945 DAWSON RD	CON A N PT LOT 20	5,247.48	RESIDENTIAL
02100196020000	6470 TOWNLINE RD	SECTION 12 RP 55R14195 PART 4	2,007.86	RESIDENTIAL
02100255000000	7020 HUNTER RD	PLAN 648 LOT 17	407.75	RESIDENTIAL

**CITY OF THUNDER BAY  
REVENUE DIVISION  
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**Attachment A**

<u>ROLL NUMBER</u>	<u>ADDRESS</u>	<u>LEGAL DESCRIPTION</u>	<u>OWING AS AT DECEMBER 31, 2025</u>	<u>CLASS</u>
02100397200000	116 PENTO RD	ML 23 PT 55R2534 PART 2	6,939.44	RESIDENTIAL
02100443100000	2943 GOVERNMENT RD	ML 28 PT SE1/4 RP 55R8166 PART 1	14,968.09	RESIDENTIAL
02101637000000	230 WHARTON RD	ML F PT S OLIVER RD	33,758.43	COMMERCIAL
02102128000000	615 PICCADILLY AVE	PLAN 643 PT LOT 120 RP 55R1871 PART 6	10,637.56	RESIDENTIAL
02102211010000	343 STRAND AVE	PLAN 643 PT LOT 196 55R1645 PART 2	6,672.22	RESIDENTIAL
02102325000000	340 FASSINA ST	PLAN 793 PT LOT 24 RP 55R9049 PART 4	7,218.51	RESIDENTIAL
02102487130000	260 LONDON DR	PLAN 55M512 LOT 14 REG	6,754.04	RESIDENTIAL
02102583720000	307 AQUAMARINE DR	PLAN 55M627 LOT 58	7,494.26	RESIDENTIAL
02104175000000	476 HAZELWOOD DR	N PT ML19 RP 55R4378 PART 4	4,442.04	RESIDENTIAL
02105188000000	0 RED PINE WAY	PLAN 606 LOT 64 PT UNNAMED RD AND RP 55R14820 PART 4	1,853.32	RESIDENTIAL
03106112040000	2325 FALCONCREST DR	PLAN 55M526 LOT 5	12,966.12	RESIDENTIAL
03106231050000	2530 TRENDIAK RD	CON 6 S/R PT LOT 25 RP 55R8418 PART 2 PCL 24482 TBF	8,774.56	RESIDENTIAL
03109071000000	3231 SIFTON AVE	PLAN 180 BLK 17 LOT 35 TO 36	9,376.56	RESIDENTIAL
03109071900000	709 WEILER BLVD	PLAN 55M618 PT BLKS 61 AND 62 RP 55R14671 PARTS 9 TO 13	59,560.81	MULTI-RESIDENTIAL
04111044000000	504 MCLEOD ST	PLAN 54 BLK 54 S PT LOT 9	2,463.62	RESIDENTIAL
04111115000000	521 HARGRAVE ST	PLAN W54 BLK 56 E PT LOT 16	4,745.02	RESIDENTIAL
04112064000000	527 MCLAUGHLIN ST	PLAN 54 BLK 51 LOT 34	5,569.73	RESIDENTIAL
04114078000000	617 MCLAUGHLIN ST	PLAN 54 BLK 46 LOT 28 TO 29	4,674.92	RESIDENTIAL
04114096000000	636 MCLAUGHLIN ST	PLAN 54 BLK 45 S PT LOT 1	4,429.47	RESIDENTIAL
04114106000000	722 MCLAUGHLIN ST	PLAN 54 BLK 37 N PT LOT 5	4,057.64	RESIDENTIAL
04114135000000	607 MCINTOSH ST	PLAN 54 BLK 45 PT LOT 13 N PT LOT 12 RP 55R3654 PART 3 4	3,882.14	RESIDENTIAL
04115118000000	829 MCLEOD ST	PLAN W288 LOT 15 LANE AND RP 55R5575 PART 1	7,182.57	RESIDENTIAL
04115194000000	611 PACIFIC AVE	NEEBING PLAN 288 LOT 2 LOT 1	5,534.66	RESIDENTIAL
04116055000000	816 ALBERTA ST	PLAN 57 BLK 21 LOT 11	5,217.76	RESIDENTIAL
04118002000000	878 MINNESOTA ST	PLAN 57 BLK 9 LOT 36 S PT LOT 35	7,633.83	RESIDENTIAL

**CITY OF THUNDER BAY  
REVENUE DIVISION  
REGISTRATION OF TAX ARREARS CERTIFICATES FOR 2024 TAX ARREARS  
UNDER THE MUNICIPAL ACT, 2001**

**Attachment A**

<u>ROLL NUMBER</u>	<u>ADDRESS</u>	<u>LEGAL DESCRIPTION</u>	<u>OWING AS AT DECEMBER 31, 2025</u>	<u>CLASS</u>
04120052000000	636 SIMPSON ST	PLAN W-54 BLK 6 LOT 18	1,289.07	RESIDENTIAL
04120053000000	632 - 634 SIMPSON ST	PLAN W-54 BLK 6 LOT 16 TO 17 N PT LOT 15	5,168.33	RESIDENTIAL
04120154000000	327 ROBERTSON ST	PLAN 54 BLK 30 LOT 1 TO 2	4,806.06	RESIDENTIAL
04121057000000	225 OGDEN ST	PLAN 54 BLK 27 E PT LOT 4	2,458.63	RESIDENTIAL
04122076000000	129 HERON ST	PLAN 54 BLK 11 LOT 30	3,565.19	RESIDENTIAL
04126050000000	624 WILEY ST	PLAN 172 LOT 226 BLK K	4,997.39	RESIDENTIAL
04128044000000	509 MAY ST N	PLAN 193 LOT 496	4,006.97	RESIDENTIAL
04128054000000	545 MAY ST N	PLAN 193 LOT 513 N PT LOT 512	4,490.37	RESIDENTIAL
04133073000000	636 HAROLD ST N	PLAN 290 LOT 142	5,869.01	RESIDENTIAL
04133112000000	639 VICKERS ST N	PLAN 290 LOT 161 S PT LOT 162	6,338.87	RESIDENTIAL
04140013000000	200 SIMPSON ST	PLAN 54 BLK 2 LOT 1	20,310.26	RESIDENTIAL/COMMERCIAL
04140038000000	126 BETHUNE ST	PLAN 54 BLK 17 LOT 18 LOT 17 W 21 FT LOT 16	6,887.79	RESIDENTIAL
04141065000000	325 CAMERON ST	PLAN 62 BLK J LOT 29	7,277.20	RESIDENTIAL
04142057000000	213 LEITH ST	PLAN W-62 BLK F LOT 23 E PT LOT 24	5,303.63	RESIDENTIAL
04145079000000	320 BRODIE ST N	PLAN W-210 N 30 FT LOT 65 CORNER	8,261.82	RESIDENTIAL
04146117000000	305 SYNDICATE AVE N	PLAN 210 LOT 185 S PT LOT 186	13,364.08	RESIDENTIAL
04146118000000	307 SYNDICATE AVE N	PLAN 210 LOT 187 & N7 FT LOT 186	13,004.91	RESIDENTIAL
04148002000000	116 SYNDICATE AVE S	PLAN 123 N PT LOT 57	9,908.20	COMMERCIAL
04148033450000	605 - 130 BRODIE ST S	THUNDER BAY CONDO PLAN 8 LEVEL 6 UNIT 5/LEVEL 3 UNIT 12 PKG LEVEL 3 UNIT 13 PKG	5,107.00	RESIDENTIAL
04155066000000	339 MARKS ST N	PLAN M15 LOT 89 PCL 21258 TBF	9,960.89	RESIDENTIAL
04155079000000	1314 CAMERON ST	PLAN M16 PT LOT 115 TO PT LOT 117 PCLS 1644 & 3117	4,313.71	RESIDENTIAL
04157062000000	123 MARKS ST N	PLAN M13 LOT 254	28,555.18	RESIDENTIAL
04159061370000	408 - 1703 VICTORIA AVE E	THUNDER BAY CONDO PLAN 13 LEVEL 4 UNIT 8	5,270.33	RESIDENTIAL
04159082000000	1512 VICTORIA AVE E	PLAN M31 LOT 285 PCL 19944	3,967.02	RESIDENTIAL
04161057000000	1717 SILLS ST	PLAN M31 LOT 85 & W19 FT LOT 86 PCL 2788	8,741.44	RESIDENTIAL

**CITY OF THUNDER BAY  
REVENUE DIVISION  
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**Attachment A**

<b>ROLL NUMBER</b>	<b>ADDRESS</b>	<b>LEGAL DESCRIPTION</b>	<b>OWING AS AT DECEMBER 31, 2025</b>	<b>CLASS</b>
04165037000000	204 MAPLEWOOD ST N	PLAN 764 LOT 34	8,000.02	RESIDENTIAL
04168057000000	125 ELMWOOD CRES	PLAN 775 LOT 88	10,631.23	RESIDENTIAL
04173325000000	914 110TH ST	PLAN M27 LOT 235 TO 239	430.39	INDUSTRIAL
04174048000000	300 BRODIE ST S	PLAN 123 LOT 40 E/S BRODIE	49,510.75	RESIDENTIAL
04175034000000	510 LUCI CRT	PLAN 134 LOT 17 E/S LUCI CRT	11,561.16	RESIDENTIAL
04175086000000	325 ARCHIBALD ST S	PLAN W108 LOTS 4 AND 5 PT LOTS 2 AND 3 PLAN W178 BLK 1 PT JOHN ST AND RP 55R12641 PARTS 3 AND 6	207,520.18	RESIDENTIAL/COMMERCIAL
04175096000000	547 SYNDICATE AVE S	PLAN 56 LOT 11	11,437.98	RESIDENTIAL
04175124000000	811 ISABELLA ST E	PLAN 134 LOT 21 S PT LOT 22	11,205.57	COMMERCIAL
04177076000000	439 MARKS ST S	PLAN 144 LOT 40 TO 42 W/S MARKS	12,323.67	RESIDENTIAL
04179027000000	613 NORAH ST S	PLAN 144 LOT 70 & N1/2 LOT 71	3,681.08	RESIDENTIAL
04180106000000	700 CATHERINE ST	PLAN 144 LOT 85 CATHERINE E/S	7,871.33	RESIDENTIAL
04180126000000	1120 WALSH ST E	PLAN 144 W PT LOT 85 TO W PT LOT 88	12,788.37	RESIDENTIAL
04186021000000	1810 MURRAY AVE	PLAN M35 LOT 180 TO 181	5,907.13	RESIDENTIAL
04189024000000	711 KELLY ST	PLAN 720 LOT 3	9,887.50	RESIDENTIAL
04190035000000	2051 BEGIN ST E	PLAN 723 LOT 25	6,367.75	RESIDENTIAL
04192086000000	2223 MOODIE ST E	PLAN 716 LOT 70	9,060.14	RESIDENTIAL
04194092000000	2820 RIDGEWAY ST E	PLAN 755 LOT 83	8,271.06	RESIDENTIAL
04199019000000	720 BROWN ST	PLAN 61 BLK B LOT 2 N PT LOT 1	6,826.78	RESIDENTIAL
04201159360000	470 - 725 JAMES ST S	THUNDER BAY CONDO PLAN 9 LEVEL 4 UNIT 3	4,625.04	RESIDENTIAL
04202013000000	412 EMPIRE AVE E	PLAN W-731 LOT 1	4,152.14	RESIDENTIAL
04203003000000	1100 SPRAGUE ST	TOWN PLOT S/S MARY N PT LOT 15	6,425.01	RESIDENTIAL
04208002000000	1308 TARBUTT ST S	TOWN PLOT S/S FRANCIS PT LOT 25	6,716.58	RESIDENTIAL
04209007000000	238 EMPIRE AVE E	TOWN PLOT S/S EMPIRE W50 FT OF E64.47 FT LOT 32	6,117.14	RESIDENTIAL
04210084000000	281 BROCK ST E	TOWN PLOT N/S BROCK E PT LOT 28	5,286.94	RESIDENTIAL

CITY OF THUNDER BAY  
REVENUE DIVISION  
REGISTRATION OF TAX ARREARS CERTIFICATES FOR 2024 TAX ARREARS  
UNDER THE MUNICIPAL ACT, 2001

Attachment A

<u>ROLL NUMBER</u>	<u>ADDRESS</u>	<u>LEGAL DESCRIPTION</u>	<u>OWING AS AT DECEMBER 31, 2025</u>	<u>CLASS</u>
04215065000000	140 FREDERICA ST E	PLAN 70 BLK 10 LOT 9 LOT 10	22,636.81	RESIDENTIAL
04216028000000	1117 EDWARD ST S	PLAN 70 BLK J LOT 37 TO 38	4,739.38	RESIDENTIAL
04218015000000	128 AMELIA ST W	PLAN 70 BLK P LOT 13	7,396.79	RESIDENTIAL
04219082000000	266 MARY ST W	PLAN 42 W PT LOT 97	3,425.56	RESIDENTIAL
04219108000000	233 BROCK ST W	PLAN 222 LOT 95	7,418.57	RESIDENTIAL
04220113000000	279 AMELIA ST W	PLAN 42 W PT LOT 186	11,414.59	RESIDENTIAL
04222057000000	323 MARY ST W	PLAN 42 E PT LOT 72	8,112.58	RESIDENTIAL
04225085000000	709 MARY ST W	PLAN 196 BLK B LOT 30 TO 31	9,483.12	RESIDENTIAL
04227012000000	930 CRAWFORD PL	PLAN 219 BLK 7 LOT 41 TO 42	9,735.93	RESIDENTIAL
04234050000000	1709 CRAWFORD AVE	PLAN 379 LOT 77 TO 79	5,487.26	RESIDENTIAL
04239061000000	2000 JAMES ST S	PT FORT WILLIAM INDIAN RESERVE 52 RP 55R10858 PART 1 RP 55R11056 PARTS 1 TO 8 RP 55R10866 PART 1 RP 55R10857 PARTS 1 TO 11 RP	13,537,305.67	INDUSTRIAL/COMMERCIAL
04239062000000	570 CHIPPEWA RD	ML T1064 T1066 GOWANLOCK & HAMILTON LOCS & PT INDIAN R & BLK LAND RP 55R1080 PT 1-4 4 & RP 55R 9628 PTS 1-6	272,668.60	INDUSTRIAL
04240436000000	467 JAMES ST N	PLAN 866 LOT 84	4,893.15	RESIDENTIAL
04240543000000	435 ERINDALE CRES	PLAN 866 LOT 190	6,877.47	RESIDENTIAL
			15,462,622.90	

# City Council Report

**REPORT NUMBER** 062-2026-Growth-Development Services

**DATE**

**PREPARED**

March 26, 2026

**FILE** 26 01168

**CITY COUNCIL**  
**MEETING DATE**

April 7, 2026

**SUBJECT**

Property Related Matter – 545 Algoma Street Land Sale

## **RECOMMENDATION TO CITY COUCIL**

WITH RESPECT to Report 062-2026, we recommend that the City-owned surplus property, municipally known as 545 Algoma Street North and legally described as Lots 16-26, Block 42, Registered Plan 121, McIntyre, Part of Powley Street and Part of Lane, Block 42, Plan 121, being Parts 4-7 on Reference Plan 55R-14379, be sold to 1001432176 Ontario Inc., or a permitted affiliated assignee, for the sum of \$749,000, for the purpose of a multi-residential development with potential for additional mixed uses permitted under the current property zoning, subject to the terms and conditions recommended in this Report, including entering into a Site Plan Control Agreement and a Repurchase Agreement with the City prior to closing;

AND THAT the Director - Development Services be authorized to execute any and all documentation required in order to finalize the transaction;

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

## **EXECUTIVE SUMMARY**

This report recommends the sale of vacant surplus property municipally known as 545 Algoma Street North (the “Lands”), as illustrated on the attached Location Plan, to 1001432176 Ontario Inc. (the “Developer”) subject to terms and conditions set out in Closed Session Report 2026CLS.004, presented to Growth Standing Committee on March 24, 2026, with certain high-level terms contained in this report.

The sale of the Lands to support significant multi-unit residential developments will positively add to housing supply and options across a range of affordability levels. In addition, the developments would generate new property tax revenue and other economic benefits for the community. Having permits issued on this property prior to the Housing Accelerator Fund (“HAF”) deadline of February 2027 remains important, however, the priority is to facilitate the

construction of additional units to address the existing housing supply shortage and to support the City's Smart Growth Action Plan objectives.

The Lands, forming part of the former City of Thunder Bay Dawson Court Home for the Aged, were declared surplus by the City in 2016.

The Lands were appraised and listed for sale on the open market through MLS, on December 1, 2025, at an asking price of \$749,000.00. The listing specified that the Lands were being offered for multi-unit residential development and required that all offers be accompanied by a conceptual development proposal outlining proposed timelines, unit counts, and responding to other evaluation criteria. The listing also notified prospective purchasers that the City will require a re-purchase agreement as security that agreed upon construction timelines and project details are met.

Submissions were evaluated based on the offers received, the merits of the development proposals and the developers' track records. The sale of the Lands to the Developer is recommended based on the overall evaluation and merits of the development proposal including a greater number of residential units being delivered.

The Developer intends to develop the Lands as a new multi-residential project as conceptually shown in the attached Preliminary Site Plan. Preliminary design concepts contemplate five six-storey buildings comprising approximately 240 residential dwelling units, with potential for additional mixed uses (potential health centre) permitted by the current property zoning and intends to advance the project in phases.

## ***DISCUSSION***

This report recommends the sale of the Lands to the Developer, subject to terms and conditions set out in Closed Session Report 2026CLS.004 (Growth – Development Services – Realty), presented to Growth Standing Committee on March 24, 2026, with certain high level terms contained in this report.

The terms of sale have been negotiated and include:

1. The Purchaser is 1001432176 Ontario Inc.;
2. The property has an area of approximately 0.99 ha, shown on the attached Location Plan Attachment "A";
3. The Purchase Price to be paid shall be \$749,000.00, subject to adjustments;
4. The Developer will have access to the lands to complete testing prior to closing.
5. The Lands have been designated as an area of Site Plan Control. A Site Plan Control Agreement for the proposed development of a minimum of 150 multi-residential units with potential mixed uses be entered into with the City.

6. A re-purchase agreement will be entered into that will enable the City to buy back the property at a reduced purchase price should the development not proceed on the agreed upon timelines.

### ***NEXT STEPS***

Should Council approve this report, Administration would proceed to finalize and execute the purchase and sale agreement.

The Developer would undertake soil testing on the Lands including geotechnical and servicing studies and other due diligence and reports that may be required. Compliance with study recommendations, preferred site layout, and alignment with the urban design guidelines and development regulations will be reviewed through the Site Plan Control Agreement.

### ***CONSULTATION***

On March 24, 2026, the Standing Committee - Growth endorsed Report 2026CLS.004 (Growth - Development Services – Realty Services) that outlined recommended substantive terms of the agreement of purchase and sale and provided feedback to Administration. Council has received a confidential memorandum responding to the feedback received.

The Lands were declared surplus by the City on January 25, 2016 (2016CLS.015 - Realty Services). Public notice of the proposed surplus and disposal was provided through advertising in the Chronicle Journal and posted on the City's website.

### ***FINANCIAL IMPLICATION***

In accordance with established policy, the sale proceeds will be deposited into the Land Development Account.

Through the land sale, in addition to realizing additional housing units, the City would receive the financial benefits of approximately \$0.75 million in land sale revenue to reinvest in land related growth initiatives, new property tax revenue resulting from the development of \$1,856 per \$100,000 of assessed value, and also construction and employment-related economic impacts.

### ***BACKGROUND***

At the March 24, 2026 Standing Committee - Growth, Administration presented Report 2026CLS.004 (Growth-Development Services – Realty Services), which outlined recommended substantive terms of the agreement of purchase and sale and set out the next steps that would be taken by Administration.

Corporate Report 062-2026-Growth-Development Services

Report 2016CLS.005 declared the City-owned Dawson Court and Grandview Lodge D-Listed Homes for the Aged as surplus to the City's requirements. The Lands form part of the Dawson Court property.

By-law 4-2005, as amended, delegates Council's authority to the Director - Development Services for land sales under \$200,000. All land sales over \$200,000 must be approved by Council.

***REFERENCE MATERIAL ATTACHED***

1. Location Plan (Attachment "A").
2. Preliminary Site Plan (Attachment "B")

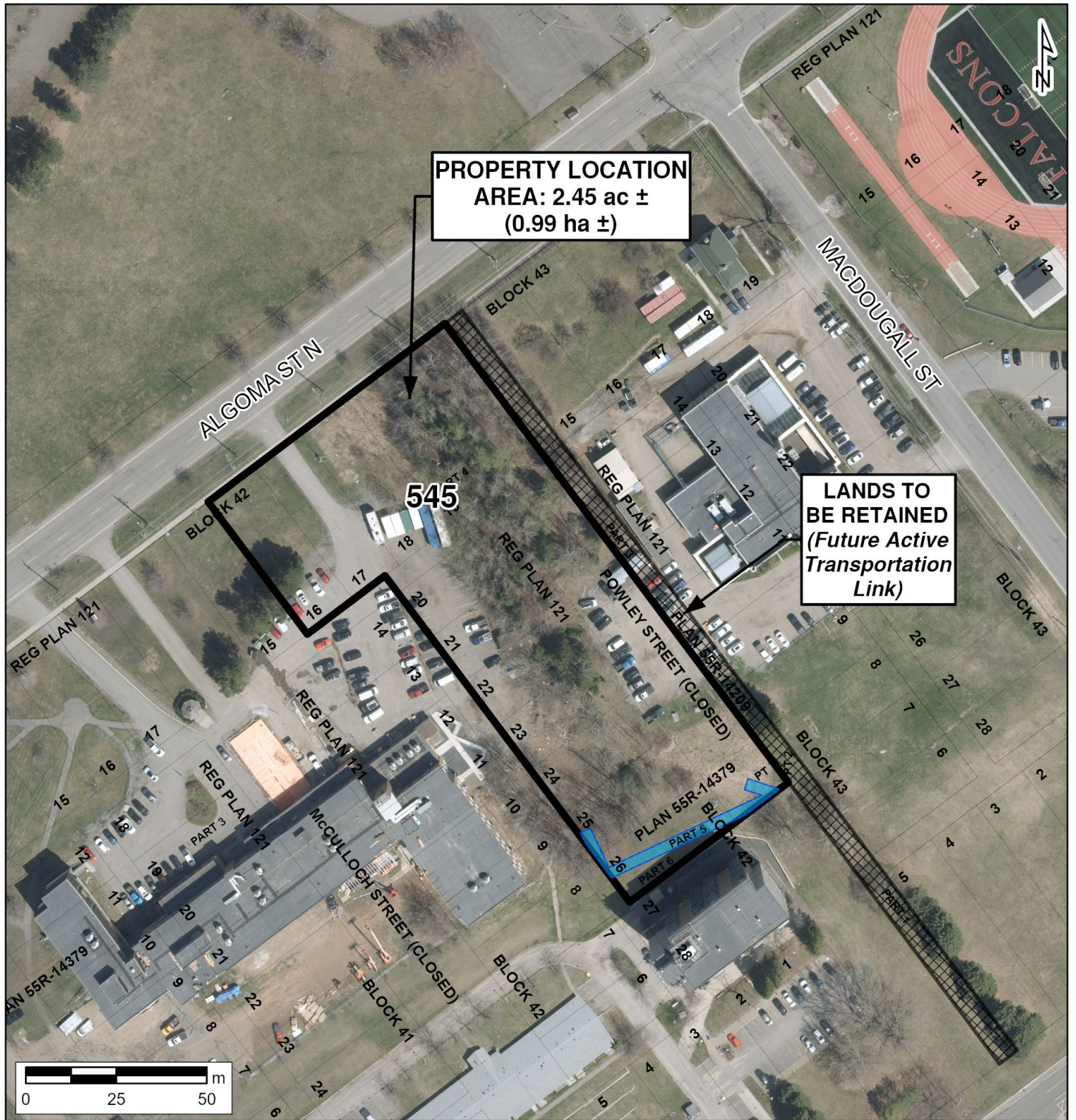
***REPORT PREPARED BY***

Lisa Zawadzki, Supervisor – Realty Services

***REPORT SIGNED AND VERIFIED BY***

Kerri Marshall, Commissioner – Growth

Date (03/31/2026)



**PROPERTY LOCATION**  
 AREA: 2.45 ac ±  
 (0.99 ha ±)

**LANDS TO BE RETAINED**  
 (Future Active Transportation Link)

THIS MAP IS FOR GENERAL ILLUSTRATIVE PURPOSES ONLY, DIMENSIONS AND/OR AREAS ARE APPROXIMATE.

Property Location    
  Lands to be Retained    
  Easement

## LAND SALE INTEREST

### 545 Algoma St N

LEGAL: PART OF PIN 62220-0024, LOTS 16-26, PART OF CLOSED LANE & POWLEY STREET BLOCK 42 PLAN 121, PARTS 4-7, 55R-14379



<b>Prepared By:</b>	HE	<b>Date:</b>	2026-02-13	<b>Scale:</b>	As Noted
<b>Commissioner:</b>	Kerri Marshall	<b>Author:</b>	LZ	<b>File No:</b>	26-601168
<b>LRO PIN:</b>	622200024	<b>Roll No:</b>	5804010065095000000		

Preliminary Site Plan



# City Council Report

**REPORT NUMBER** 161-2026-Growth-Development Services-Realty Services

**DATE**

**PREPARED**

March 26, 2026

**FILE**

25 504394 RS

**CITY COUNCIL  
MEETING DATE**

April 7, 2026

**SUBJECT**

Property Related Matter – 144 Fanshaw Street, 300 Tokio Street,  
791 Arundel Street Land Sales

## **RECOMMENDATION TO CITY COUNCIL**

WITH RESPECT to Report 161-2026 – Growth – Development Services – Realty Services, we recommend that the City-owned surplus property, municipally known as 144 Fanshaw Street and legally described as Parcel Block-1 Section M325; Block L Plan M325 McIntyre; Thunder Bay, be sold to Terralux General Contractors and Development Limited or any permitted assignee for the sum of \$969,000.00 for the purpose of a multi-residential development, subject to the terms and conditions recommended in this Report including successfully obtaining a Zoning By-law amendment and entering into a Site Plan Control Agreement and a Repurchase Agreement with the City prior to closing;

AND THAT the City-owned surplus property, municipally known as 300 Tokio Street and legally described as Part Lot 4, Concession A, Being Part Of Parts 1, 2, & 3 55R-10186, Part of Picton Avenue Plan M37 Being Parts 7 & 8 55R-9082 closed by LT135107, Lots 81-107 Plan M37, Lots 113 – 125 Plan M37, Part Lot 108 Plan M37 except Part 13 55R-9082, Part Lot 109 Plan M37 except Part 12 55R-9082, Part Lots 110 & 111 Plan M37 except Part 11 55R-9082, Part Lot 112 Plan M37 except Part 10 55R-9082, Part of Junot Avenue Plan M37, being Parts 5, 6 & 13 55R-2984 closed by LT135107, Part of Picton Avenue Plan M37, being Part 2 55R-2984 Part Lot 112 Plan M37 except Part 10 55R-9082, Part of Junot Avenue Plan M37, being Parts 5, 6 & 13 55R-2984 closed by LT135107, Part of Picton Avenue Plan M37, being Part 2 55R-2984 closed by LT135107, Part of Tokio Street Plan M37, being Part of Part 14 55R-2984 closed by LT135107, Part of Tokio Street Plan M37, being Part of Part 15 55R-2984 closed by F53897, Part of lanes Plan M37, being Parts 3 & 4 55R-2984 closed by LT135107, Part of Junot Avenue Plan M37, being Part 12 55R-2984 closed by F53897; City of Thunder Bay, be sold to Terralux General Contractors and Development Limited or any permitted assignee for the sum of \$2,137,500.00 for the purpose of a multi-residential development, subject to the terms and conditions recommended in this Report including entering into a Site Plan Control Agreement and a Repurchase Agreement with the City prior to closing;

AND THAT the City-owned surplus property, municipally known as 791 Arundel Street and legally described as Part Lot C, Plan PA59, S of Arundel St, E of 55R3639 except Plan 818;

Thunder Bay, be sold to Terralux General Contractors and Development Limited or any permitted assignee for the sum of \$2,159,000.00 for the purpose of a multi-residential development, subject to the terms and conditions recommended in this Report including successfully obtaining a Zoning By-law amendment and entering into a Site Plan Control Agreement and a Repurchase Agreement with the City prior to closing;

AND THAT the Director - Development Services be authorized to execute any and all documentation required in order to finalize the transactions;

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

### ***EXECUTIVE SUMMARY***

This report recommends the sale of vacant surplus properties municipally known as 144 Fanshaw Street, 300 Tokio Street, and 791 Arundel Street (the “Lands”), as illustrated on the attached Location Plans, to Terralux General Contractors and Development Limited (the “Developer”) subject to terms and conditions set out in Closed Session Report 2026CLS.010, presented to Growth Standing Committee on March 24, 2026, with certain high level terms summarized within this report.

The sale of the Lands to support significant multi-unit residential developments will positively add to housing supply and options across a range of affordability levels. In addition, the developments would generate new property tax revenue and other economic benefits for the community. Having permits issued on these projects prior to the Housing Accelerator Fund (“HAF”) deadline of February 2027 remains important, however the priority is to facilitate the construction of additional units to address the existing housing supply shortage and to support the City’s Smart Growth Action Plan objectives.

Through the Call for Proposals issued in June 2025 (the “Call for Proposals”), which invited development proposals from the public, the Developer was identified as the highest scoring proponent on each of the three Opportunity Sites outlined in this report. Initial feedback from the public and Standing Committee-Growth on the preliminary design concepts was provided to the Developer and resulted in changes to the proposed developments to mitigate neighbourhood and Committee concerns. Council subsequently declared these sites as surplus on January 13, 2026.

The Developer intends to develop the Lands as multi-residential projects, in accordance with the requirements of the Call for Proposals. Preliminary design concepts contemplate one building containing approximately 150 units at 144 Fanshaw Street and two buildings containing 200 units each at both 300 Tokio Street and 791 Arundel Street, totalling 950 residential dwelling units across the three sites, as conceptually shown in the attached Preliminary Site Plans.

### ***DISCUSSION***

This report recommends the sale of vacant surplus properties municipally known as 144 Fanshaw Street, 300 Tokio Street, and 791 Arundel Street, as illustrated on the attached Location Plans, to Terralux General Contractors and Development Limited subject to terms and conditions set out in Closed Session Report 2026CLS.010, presented to Growth Standing Committee March 24, 2026, with certain high level terms summarized within in this report.

In accordance with the process set out in the Call for Proposals and previous reports, and following surplus declarations on January 13, 2026, Administration has entered into negotiations with the highest scoring proponents.

Appraisals were commissioned for the Lands which established a fair market value range with purchase prices of \$969,000.00 for 144 Fanshaw Street, \$2,137,500.00 for 300 Tokio Street and \$2,159,000.00 for 791 Arundel Street concluded.

Having permits issued on projects prior to the Housing Accelerator Fund deadline of February 2027 remains important, however the priority is to facilitate the construction of additional units to address the existing housing shortage and support the City's growth objectives. The proposed timelines are ambitious and may require extensions agreed to by Administration determined reasonable and necessary considering the information and circumstances at the time.

### **144 Fanshaw Street**

The terms of sale have been negotiated and include:

1. The Purchaser is Terralux General Contractors and Development Limited.
2. This property has an area of approximately 1.23 ha. as shown in Attachment "A". Administration will work with the Developer to refine the boundary of the property to be sold for the City to retain lands that are not required to support the development.
3. The Purchase Price to be paid shall be \$969,000.00, subject to adjustments.
4. The Developer will have access to the lands to complete testing prior to closing.
5. The agreement is conditional upon a successful re-zoning application being submitted by the Developer and enacted by Council. To support the proposed development of approximately 150 multi-residential units, this property would require re-zoning to the Urban Mid-rise (UM) Zone.
6. This property will be subject to Site Plan Control with a Site Plan Control Agreement being entered into with the City.

7. A re-purchase agreement will be entered into that will enable the City to buy back the property at a reduced purchase price should the development not proceed on the agreed upon timelines.

### **300 Tokio Street**

The terms of sale have been negotiated and include:

1. The Purchaser is Terralux General Contractors and Development Limited.
2. This property has an area of approximately 2.6 ha. shown in Attachment "C". Administration will work with the Developer to refine the boundary of the property to be sold for the City to retain lands that are not reasonably required to support the development.
3. The Purchase Price to be paid shall be \$2,137,500.00, subject to adjustments.
4. The Developer will have access to the lands to complete testing prior to closing.
5. This property will be subject to Site Plan Control with a Site Plan Control Agreement for the proposed development of approximately 400 multi-residential units being entered into with the City.
6. A re-purchase agreement will be entered into that will enable the City to buy back the property at a reduced purchase price should the development not proceed on the agreed upon timelines.

### **791 Arundel Street**

The terms of sale have been negotiated and include:

1. The Purchaser is Terralux General Contractors and Development Limited.
2. This property has an area of approximately 3.7 ha. shown in Attachment "E". Administration will work with the Developer to refine the boundary of the property to be sold for the City to retain lands that are not reasonably required to support the development.
3. The Purchase Price to be paid shall be \$2,159,000.00, subject to adjustments.
4. The Developer will have access to the lands to complete testing prior to closing.
5. The agreement is conditional upon a successful re-zoning application being submitted by the Developer and enacted by Council. To support the proposed development of approximately 400 multi-residential units, this property would require re-zoning to the Urban Mid-rise (UM) Zone.
6. This property will be subject to Site Plan Control with a Site Plan Control Agreement being entered into with the City.

7. A re-purchase agreement will be entered into that will enable the City to buy back property at a reduced purchase price should the development not proceed on the agreed upon timelines.

### ***NEXT STEPS***

Should Council approve this report, Administration would proceed to finalize and execute the purchase and sale agreements.

The Developer would apply for Zoning By-law Amendments for 144 Fanshaw Street and 791 Arundel Street. In addition, the Developer would undertake soil testing on these properties, which may require selective tree removal. Pre-development studies such as traffic, geotechnical and servicing studies will be completed for the Lands in addition to the archaeological and environmental impact assessment studies previously completed. Compliance with study recommendations, preferred site layout, and alignment with the urban design guidelines and development regulations will be reviewed through Site Plan Control Agreements. Administration will work with the proponent to further refine the concepts based on key themes raised through the consultation, including neighbourhood compatibility, scale, and site layout.

The Developer's plan is to first begin development of 300 Tokio St., which does not require rezoning, as soon as possible in 2026 starting with site preparations and associated clearing. 144 Fanshaw St. would be developed in 2027 and 791 Arundel St. would be developed in 2028 and 2029. This phased approach maximizes the number of units that can be permitted and constructed as quickly as possible and optimizes the developer's capacity.

Residents will be kept informed through the City's Get Involved webpage and additional public notices will be issued with respect to the Zoning By-law Amendment applications.

### ***CONSULTATION***

On March 24, 2027, the Standing Committee - Growth endorsed Report 2026CLS.010 (Growth – Development Services – Realty Services) that outlined recommended substantive terms of agreement of purchase and sale and also provided feedback to Administration. City Council has received a confidential memorandum responding to the feedback received.

There have been extensive public consultations regarding the potential surplus and sale of the Lands to support housing needs. In accordance with the City's procedures, public notice of the surplus declaration was provided at the time of surplus. A higher level of public engagement was sought through a public survey on the City's Get Involved page as well as open house events where members of the public had opportunity to speak directly to City staff. Two of these properties, 144 Fanshaw Street and 791 Arundel Street, will require rezoning where there will be an additional opportunity for the public to provide feedback.

Past meetings open to the public regarding the potential surplus and sale of these lands include the January 13, 2026 Council meeting where Council declared the Lands surplus as well as two meetings of the Standing Committee-Growth in October and December 2025. The Mayor's Task Force on Building More Homes held additional open meetings and endorsed the surplus land declaration having considered the refinements to the conceptual development proposals.

### **FINANCIAL IMPLICATION**

In accordance with established policy, the sale proceeds will be deposited into the Land Development Account.

Through these sales, in addition to realizing additional housing units, the City would receive the financial benefits of approximately \$5.3 million in land sale revenue to reinvest in land related growth initiatives, \$2 million in annual tax revenue and also construction and employment related economic impacts.

### **BACKGROUND**

On January 13, 2026 Administration presented Report 029-2026 Surplus Declaration – Call for Proposals – 4 Opportunity Sites to Council recommending that the four sites be declared surplus. This report contained updated site plans and conceptual renderings provided by the proponent in response to the feedback received from both the public and Standing Committee. Council declared the four Opportunity Sites, 144 Fanshaw Street, 300 Tokio Street, 791 Arundel Street, and 211-223 Tupper Street & 224 Camelot Street as surplus in accordance with Administration's recommendation, allowing staff to proceed to sale negotiations with the successful proponent.

On December 1, 2025 Administration presented Report 387-2025 Surplus Declaration – Call for Proposals - 4 Opportunity Sites to the Standing Committee-Growth recommending the Committee's endorsement to Council that the Opportunity Sites be declared surplus to support significant residential development.

At the October 28, 2025 meeting of the Standing Committee-Growth, Administration presented Report 330-2025 Call for Proposals Update, which provided an update to the Committee on the result of the Call for Proposals and set out the next steps that would be taken by Administration. The report identified that successful proposals had been received on four of the ten sites which could collectively deliver approximately 1,385 new housing units, contributing to meeting the HAF target as well as providing sustained economic benefits to the City.

Subsequent to Report 330-2025 Call for Proposals Update, Administration provided notice to the public of the intent to declare the four Opportunity Sites as surplus and received questions and comments from the public related to the proposed conceptual developments. A higher level of public engagement was also undertaken with opportunities to speak directly

with City staff provided at two open houses as well as a Get Involved survey on the City's website.

The Call for Proposals was issued in June 2025. The public was invited to submit development proposals on the ten sites. Many exciting proposals were received with the potential to help accelerate the housing supply and enable economic growth. Proposals were evaluated based on alignment with housing and growth objectives, developer capacity and track record and addressing community and neighbourhood need.

On March 6, 2023, Council directed Administration to bring forward City-owned lands, including parkland, available for surplus and sale and that Administration provide recommendations on the top potential parcels of land that would bring the City the highest financial benefit.

***REFERENCE MATERIAL ATTACHED***

1. 144 Fanshaw Street Location Plan (Attachment "A").
2. 144 Fanshaw Street Preliminary Site Plan (Attachment "B").
3. 300 Tokio Street Location Plan (Attachment "C").
4. 300 Tokio Street Preliminary Site Plan (Attachment "D").
5. 791 Arundel Street Location Plan (Attachment "E").
6. 791 Arundel Street Preliminary Site Plan (Attachment "F").

***REPORT PREPARED BY***

Mariah Maunula, Property Agent – Realty Services

***REPORT SIGNED AND VERIFIED BY***


Kerri Marshall, Commissioner – Growth

Date (03/30/2026)

# ATTACHMENT "A"



THIS MAP IS FOR GENERAL ILLUSTRATIVE PURPOSES ONLY, DIMENSIONS AND/OR AREAS ARE APPROXIMATE.

 <p><b>CITY OF Thunder Bay</b> Superior by Nature GROWTH DEPARTMENT</p>	<h2>SURPLUS CITY LAND</h2> <h3>144 Fanshaw St</h3> <p>LEGAL: PL M325 BLK L</p>					
	Prepared By:	MS	Date:	2025-11-06	Scale:	1:2000
	Commissioner	Kerri Marshall	Author:	MM	File No:	NA
	LRO PIN:	621000152	Roll No:	5804020101732000000		

FILE: \\D:\SOF\MAPS\SD2\_AERIAL PHOTOGRAPHY\DIGITAL MAPPING RELATED DATASETS\REALTY SERVICES\MAPS\SPECIAL PROJECTS\CALL FOR PROPOSAL\FANSHAW\_144\_SL\_A.PIX

# ATTACHMENT "B"



ATTACHMENT "C"



THIS MAP IS FOR GENERAL ILLUSTRATIVE PURPOSES ONLY, DIMENSIONS AND/OR AREAS ARE APPROXIMATE.



**SURPLUS CITY LAND**  
300 Tokio Street

LEGAL: PL M37 LT-81-107,113-125 PT LT 108-112 PL M290 PT TOKIO ST LANES CON A PT LT 4  
RP 55R10186 PT 1-3 PCL 25797 TBF

<b>Prepared By:</b>	MS	<b>Date:</b>	2025-11-06	<b>Scale:</b>	1:2000
<b>Commissioner:</b>	Kerri Marshall	<b>Author:</b>	MM	<b>File No:</b>	N/A
<b>LRO PIN:</b>	PT OF 621500145	<b>Roll No:</b>	5804010029012000000		

FILE: \\daws01\maps\skozz\_aerial PHOTOGRAPHY DIGITAL MAPPING\RELATED DATASETS\REALTY SERVICES\MAPS\FISCAL PROJECTS\CALL FOR PROPOSALS\TOKIO\_300\_SL\_APRX

# ATTACHMENT "D"



# ATTACHMENT "E"



THIS MAP IS FOR GENERAL ILLUSTRATIVE PURPOSES ONLY, DIMENSIONS AND/OR AREAS ARE APPROXIMATE.

	<b>SURPLUS CITY LAND</b>					
	791 Arundel St					
	LEGAL: PT OF PLAN 59 PT BLK C					
	<b>Prepared By:</b>	MS	<b>Date:</b>	2025-11-06	<b>Scale:</b>	1:4000
<b>Commissioner:</b>	Kerri Marshall	<b>Author:</b>	MM	<b>File No:</b>	NA	
<b>LRO PIN:</b>	PT OF 622210022	<b>Roll No:</b>	5804010085155000000, 5804010085159000000 & PT OF 5804010085154000000			

FILE: \\DARWIN\MAPS\SU22\_AERIAL PHOTOGRAPHY DIGITAL MAPPING RELATED DATA\IS REALTY SERVICES\MAPS\SPECIAL PROJECTS\CALL FOR PROPOSALS\14\_Arundel\_791\14\_Arundel\_791\_A10X

# ATTACHMENT "F"



# City Council Report

**REPORT NUMBER** 142-2026-Infrastructure & Operations-Engineering

**DATE**

**PREPARED**

March 10, 2026

**FILE**

**CITY COUNCIL**  
**MEETING DATE**

April 7, 2026

**SUBJECT**

Negotiated Procurement Method – Beverly Street Parking Lot

## **RECOMMENDATION TO CITY COUNCIL**

WITH RESPECT to Report 142-2026-Infrastructure & Operations-Engineering, we recommend the use of the Negotiation method, pursuant to section 6.02 of the Supply Management By-Law 359-2024, be approved to procure the work required to complete the Beverly Street Parking Lot project up to the maximum budgeted value of \$2,000,000.00, (inclusive of HST);

AND THAT the City Manager be authorized to sign all documentation related to this matter;

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

## **EXECUTIVE SUMMARY**

The Beverly Street Parking Lot (formerly Thunder Bay Community Auditorium (TBCA) parking lot) is beyond end of life and requires full rehabilitation. This project is included in the 2026 Capital Budget, which was previously approved by Council. Administration is seeking permission to use the negotiation method for goods, services, and construction valued at more than \$133,800, following section 6.02 of the Supply Management By-law 359-2024.

If approved, Administration intends to award the work to Finn-Way General Contractor, the constructor of the Tbaytel Multi-plex. The Tbaytel Multi-plex tender includes construction of the parking lot areas behind and immediately in front of the facility.

## **DISCUSSION**

The Beverly Street Parking Lot (formerly TBCA parking lot) was originally constructed in conjunction with the Thunder Bay Community Auditorium in 1986. Since the construction approximately 40 years ago, little renewal has been completed. A shallow buried storm

sewer beneath is currently heaved, creating a large obstruction across the parking lot. The asphalt is displaying signs of fatigue cracking, heaving, rutting and raveling.

As a result, the project was included in the 2026 Capital Budget, with the intent to complete the work during the 2026 construction season. The work would include, but not be limited to improvements to stormwater management, renewal of lighting systems, asphalt and granular reconstruction as well as line painting.

If approved, Administration intends to award the work to Finn-Way General Contractor, the constructor of the Tbaytel Multi-plex. The Tbaytel Multi-plex tender includes construction of the parking lot areas behind and immediately in front of the facility.

Administration is seeking approval to award the work using the negotiated method of procurement for the following reasons:

- Tendering for replacing and rebuilding the parking lot in the 2027 construction season, after the TBayTel Multiplex is constructed and fully operational, would negatively impact the operations of both the MultiPlex and the Thunder Bay Community Auditorium, and;
- Having two separate contractors working in shared and overlapping proximity (parking lot contractor and multiplex contractor) in 2026 is contrary to the Occupational Health and Safety Act and would require the City (or a designate) to act as “constructor”, which takes on additional risk and liability for the work, and;
- Having two separate contractors working in the same area and doing similar work will drive the costs of both projects up, as the complexity would require additional health and safety and coordination measures beyond the typical single project.

By using the negotiation method for goods, services, and construction, as allowed for in the Supply Management By-law with Council’s approval, for the parking lot reconstruction work using the same civil contractor currently completing civil works on the adjacent site, the City avoids the additional complexity and liability associated with acting as constructor and saves the additional mobilization and demobilization costs of another contractor. Furthermore, it affords the opportunity for the two parking lots to have fully integrated stormwater and lighting systems.

### ***FINANCIAL IMPLICATION***

There is no financial implication attached to this report. All capital required to complete the Beverly Street Parking Lot Renewal was included in the 2026/27 Capital Budget.

***BACKGROUND***

At the October 21, 2025 meeting, City Council discussed amending the lease boundary with TBCA (Closed Session Report #2025CLS.034).

At the November 7, 2023 meeting, City Council approved the lands west of the TBCA as the location for an indoor turf facility outlined in report 254-2023 (Corporate Services & Long Term Care).

At the December 12, 2022 meeting, City Council approved the recommendation in report 221-2022 “Transitioning the Thunder Bay Community Auditorium (TBCA) to an Arm’s Length Relationship with the City”, that, given the mixed use of the parking lot and capital costs of the repairs, the City include renewals to the parking area in capital infrastructure planning processes.

***REPORT PREPARED BY***

Kelvin Jankowski, Manager – Capital Facilities Construction, Engineering

***REPORT SIGNED AND VERIFIED BY***

Kayla Dixon, Commissioner Infrastructure & Operations

March 31, 2026



## Memorandum

**Corporate By-law Number:** 087-2026-Infrastructure & Operations-Thunder Bay Fire Rescue

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**TO:** Office of the City Clerk **FILE:**

**FROM:** David Tarini, Acting Fire Chief  
Thunder Bay Fire Rescue, Infrastructure & Operations

**DATE PREPARED:** February 7, 2026

**SUBJECT:** By-law 087-2026 - A By-law to establish an Emergency Management Program and Emergency Plan – Repeal and Replace

**MEETING DATE:** City Council – April 7, 2026

**By-law Description:** A By-law to establish an Emergency Management Program and Emergency Plan and to identify key individuals for the protection of public safety, health, environment, critical infrastructure and to promote economic stability and a disaster resilient community in the City of Thunder Bay, in the District of Thunder Bay, and to repeal By-law 76-2021 and By-law 81-2021.

**Authorization:** Report 068-2026-Infrastructure & Operations-Thunder Bay Fire Rescue - City Council – April 7, 2026.

**By-law Explanation:** The purpose of this By-law is to repeal and replace the outdated 2021 By-Law to establish a new Emergency Management Program and Emergency Plan for the protection of public safety, health, environment, critical infrastructure and to promote economic stability and a disaster resilient community in the City of Thunder Bay, in the District of Thunder Bay. This By-law also identifies the membership and Chair of the Emergency Management Program Committee, and the membership of the Municipal Emergency Control Group.

### Schedules and Attachments:

Schedule “A” – Emergency Management Strategy  
Schedule “B” – Emergency Response Plan

**Amended/Repealed By-law Number(s):**



THE CORPORATION OF THE CITY OF THUNDER BAY  
BY-LAW NUMBER 87-2026

A By-law to establish an Emergency Management Program and Emergency Plan for the protection of public safety, health, environment, critical infrastructure and to promote economic stability and a disaster resilient community in the City of Thunder Bay, in the District of Thunder Bay, and to appoint members to the Emergency Management Program Committee and Municipal Emergency Control Group, and appoint the Chair of the Emergency Management Program Committee pursuant to the *Emergency Management and Civil Protection Act* and its regulations, and to repeal By-laws 76-2021 and 81-2021.

Recitals

1. The Province of Ontario enacted the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9 (the “Act”), which requires every municipality to develop and implement an Emergency Management Program and Emergency Plan to help protect public safety, public health, the environment, critical infrastructure, and property during an emergency and to promote economic stability and a disaster resilient community;
2. The Act requires that an Emergency Management Program and Emergency Plan be developed and implemented in accordance with international best practices, including adherence to the five core components of emergency management principles, namely prevention, mitigation, preparedness, response, and recovery;
3. The Act requires that the emergency plan authorize municipal employees to take action where an emergency exists, but has not yet been declared to exist;
4. Section 2(1) of the Act requires every municipality to develop and implement an Emergency Management Program, which council of the municipality shall adopt by by-law;
5. Section 3(1) of the Act requires every municipality to formulate an Emergency Plan governing the provision of necessary services during an emergency and the procedures and manner in which employees of the municipality and other persons will respond to emergencies, which council of the municipality shall adopt by by-law;
6. Section 11 of Ontario Regulation 380/04 (Standards) requires a municipality to have an Emergency Management Program Committee (EMPC) and Chair appointed by Council;

7. Section 12 of Ontario Regulation 380/04 (Standards) requires a municipality to have a Municipal Emergency Control Group (MECG) appointed by Council;

ACCORDINGLY, THE COUNCIL OF THE CORPORATION OF THE CITY OF THUNDER BAY ENACTS AS FOLLOWS:

### **Emergency Management Program and Plan**

1. That City Council approve and adopt By-law 87-2026, to establish an Emergency Management Program and Emergency Plan.
2. And that the Emergency Management Strategy, attached hereto as Schedule "A" of this By-law, and the Emergency Response Plan, attached hereto as Schedule "B" of this By-law, are hereby adopted, which together form the City's Emergency Management Program and Emergency Plan.
3. And that municipal employees are authorized to take action under the Emergency Plan where an emergency exists, but has not yet been declared to exist.

### **Appointments**

4. And that the Emergency Management Program Committee will consist of the following individuals or their designates:
  - Mayor (Head of Council)
  - Community Emergency Management Coordinator (Chair)
  - City Manager
  - Chief of Thunder Bay Fire Rescue
  - Chief of Superior North Emergency Medical Services
  - Chief of Thunder Bay Police Service
  - Commissioner of Infrastructure & Operations
5. And that the Emergency Management Program Committee will be Chaired by the Community Emergency Management Coordinator.
6. And that the Municipal Emergency Control Group will consist of the following individuals or their designates:
  - City Manager
  - Chief of Thunder Bay Fire Rescue
  - Chief of Thunder Bay Police Service
  - Chief of Superior North EMS
  - Community Emergency Management Coordinator (CEMC)
  - Commissioner - Infrastructure & Operations
  - Commissioner - Community Services
  - Commissioner - Corporate Services
  - Commissioner - Growth

- Emergency Information Officer (Manager - Communications & Public Relations)
- Community Support Table Liaison (Director - Community Strategies Division)

**Schedules**

7. This By-law includes the following schedules as annexed hereto and are hereby declared to form part of this By-law,

Schedule “A” – Emergency Management Strategy, and  
Schedule “B” – Emergency Response Plan

**Short Title**

8. This By-law may be cited as the “Emergency Management Program By-law”.

**Repeals**

9. By-law 76-2021 and By-law 81-2021 of The Corporation of the City of Thunder Bay are hereby repealed.

10. This By-law shall come into force and take effect on the date it is passed.

Enacted and passed this 7th day of April, A.D. 2026 as witnessed by the Seal of the Corporation and the hands of its proper Officers.

Andrew Foulds  
\_\_\_\_\_  
Speaker

Krista Power  
\_\_\_\_\_  
City Clerk

2026

# EMERGENCY MANAGEMENT STRATEGY

REVISED:

19/03/2026

## **INTRODUCTION**

Effective emergency management is essential to protecting the safety, resilience, and well-being of Thunder Bay’s residents. As our city faces a growing array of threats, including extreme weather events, wildfires, flooding, cyber attacks, and public health emergencies, it is critical to adopt a coordinated, cooperative, and proactive approach to mitigation, preparedness, response, and recovery. This Emergency Management Strategy provides a framework and direction guiding the ongoing work of the City of Thunder Bay Emergency Management Program.

In recent years, the impacts of climate change have become increasingly evident in Northwestern Ontario. Thunder Bay is experiencing more frequent and intense storms, rising temperatures, and shifting precipitation patterns, all of which heighten the risk of flooding, infrastructure failure, and wildfire-related emergencies. This Strategy embeds climate resilience principles, ensuring that emergency management efforts are grounded in science, support adaptation, and enhance the community’s long-term capacity to withstand and recover from climate-driven events as well as other community emergencies.

Equally important is the recognition that emergencies do not affect all residents equally. In Thunder Bay, social and economic disparities can amplify the impacts of disasters on vulnerable populations, including low-income households, seniors, people living with disabilities, Indigenous community members, newcomers to Canada, and those experiencing homelessness. A commitment to social equity is embedded throughout this plan, guiding how risks are assessed, how resources are deployed, and how communities are engaged and supported before, during, and after emergencies. By investing in climate-informed, equity-focused emergency management today, Thunder Bay is taking decisive steps toward a secure, adaptive, and just future for all its residents.

## COMMUNITY PROFILE

Thunder Bay is a single-tier municipality situated on the northwestern shore of Lake Superior and is the largest urban centre in Northwestern Ontario. The community has a census population of approximately 108,000 people with more than 130,000 in the metropolitan area. However, research suggests there may be over 20,000 additional residents not represented in these figures, particularly Indigenous populations<sup>1</sup>. The City serves as a regional hub for healthcare, education, transportation, and commerce. The City boasts an abundance of natural environments in both the rural and urban areas of the city.

The region is subject to various hazards, with recent past events including severe flooding, severe weather events, and the COVID-19 pandemic. There is an extensive wildland urban interface region; putting significant areas of the community and key infrastructure at risk of forest fire impacts. Climate change is anticipated to increase the frequency of severe weather events, the number of fire spread days each summer, and increase the frequency of extreme heat events.

In addition to local threats, the community also plays a key role in supporting emergency response throughout the region; including regularly hosting communities across Northwestern Ontario evacuated for flood, wildfire, or infrastructure failures.

Hazards are exacerbated by local social inequities that contribute to community vulnerability; including relatively high rates of homelessness, food insecurity, and chronic illness including addiction; compounded by barriers to healthcare access and other critical supports.

Despite these challenges, Thunder Bay benefits from strong community networks, a capable emergency services sector, and a culture of collaboration between government, Indigenous partners, and local organizations. These strengths form the foundation for a resilient, coordinated emergency management system.

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<sup>1</sup> McConkey, S., Brar, R., Blais G., Hardy, M., Smylie, J. (2022). Indigenous Population Estimates for the City of Thunder Bay.  
March 19, 2026

## LEGAL AUTHORITY

The *Emergency Management and Civil Protection Act* (the Act), and its regulations, is the legal authority for all municipal and ministry emergency response plans in Ontario.

*The Act* requires municipalities to develop, implement, and maintain an emergency management program and plan, and adopt them by a by-law.

An emergency management program must consist of:

- An emergency plan;
- Identification of critical infrastructure, community hazards and risk assessments;
- Training programs and exercises for employees of municipalities and other persons with respect to the provision of required services and procedures to be followed in emergency response and recovery activities. This includes an annual practice exercise for a simulated emergency incident in order to evaluate the municipality's emergency response plan and its own procedures;
- Public education on risks to public safety and on public preparedness for emergencies; and
- Any other element required for municipalities in standards of emergency management programs that may be developed by the Ministry of Emergency Preparedness and Response.

Specific statutory appointments exist for the various key roles to support the overall management during an emergency. Ontario Regulation 380/04 describes emergency management standards for municipal emergency management programs.

The required elements consist of:

- Establishment of an Emergency Management Program Committee, (EMPC).
- Establishment of a Municipal Emergency Control Group (MECG)
- Development of an emergency response plan
- Implementation of an Emergency Operations Centre (EOC) with appropriate communications systems.
- Designation of an Emergency Information Officer (EIO); and
- Designation of a Community Emergency Management Coordinator (CEMC).

## **MUNICIPAL EMERGENCY MANAGEMENT PROGRAM COMMITTEE**

Overall leadership in the development and delivery of the community's emergency management program is provided by the Thunder Bay Emergency Management Program Committee. The Committee meets a minimum of twice a year and is chaired by the Community Emergency Management Coordinator or their alternate to provide overall leadership in the development and delivery of the community's emergency management program.

The purpose of this committee is to:

- Review the City's emergency management program annually
- Provide advice to the Community Emergency Management Coordinator in the development of the emergency management work plan
- Support the development and delivery of emergency management program objectives, including exercises and staff training
- Make recommendations to Council for the continued development of the emergency management program
- Assist the Community Emergency Management Coordinator in meeting the legislated level of emergency management as dictated by the Province of Ontario

Membership includes:

- Mayor (Head of Council)
- Community Emergency Management Coordinator
- City Manager
- Chief of Thunder Bay Fire Rescue
- Chief of Superior North Emergency Medical Services
- Chief of Thunder Bay Police Service
- Commissioner of Infrastructure and Operations

## **EMERGENCY MANAGEMENT WORKING GROUP**

The Emergency Management Program is supported by the Emergency Management Working Group, which incorporates both internal and external stakeholders to guide the continued evolution of the Emergency Management Program and collaboration on emergency management throughout the community.

Meetings do not require all members to be present and include designates from the EMPC committee where appropriate.

## **HAZARD PRIORITIZATION**

As part of the City's Hazard Identification and Risk Assessment (HIRA) process, the City of Thunder Bay has determined that the community is vulnerable to numerous hazards. These hazards are grouped into three major categories:

**Natural Events:** Events such as severe weather, floods, blizzards, tornadoes, food or human health emergencies.

**Human-Caused Events and Accidental Hazards:** Incidents intended to do harm to public safety and security, civil disorder, wars, bomb threats, improvised explosive devices and improvised dispersal devices. Chemical, biological, radiological and/or nuclear agents may be used on their own, or in combination with these devices.

**Technological & Infrastructure Disruptions:** Incidents involving hazardous materials, utility and power failures, transportation accidents, aircraft crashes, water supply failures, building or structural collapse, critical resource shortages, or computer-related incidents.

The Hazard Identification and Risk Assessment process incorporates Hazard Probability, Consequence, Vulnerabilities, and Response Capacity in order to estimate impact to the community.

Work will be ongoing to estimate key drivers of risk, such as climate change, community growth, and demographic shifts to anticipate how risks may evolve in the years to come.

The HIRA report, Critical Infrastructure List, and Municipal Essential Services documents are valuable references for all stages of emergency management to understand the impacts of hazards on our community.

## **MITIGATION**

Mitigation involves proactive actions taken to reduce or eliminate the long-term risks posed by natural and human-made hazards.

In Thunder Bay, mitigation efforts are essential for enhancing community resilience by addressing vulnerabilities in infrastructure, land use, and environmental systems. These actions lay the foundation for a safer future by reducing the potential impact of emergencies before they occur.

### **Resilient Infrastructure**

- Encourage climate-resilient building standards and retrofits for public facilities, emergency shelters, and vulnerable housing.
- Launch public education campaigns on household-level mitigation.
- Maintain prioritized critical infrastructure list, incorporating both municipally owned and external assets.
- Increase redundancy and spare inventory for critical infrastructure and components where feasible.
- Enhance vegetation management, fire breaks, and other protective measures around key infrastructure and residential zones.
- Promote nature-based solutions, such as green infrastructure, to absorb floodwaters and mitigate heat island effects.

### **Equity and Vulnerability Reduction**

- Identify and map vulnerable populations for targeted mitigation support.
- Explore creation of a vulnerable population registry
- Support affordable housing retrofits to reduce risk from climate hazards.
- Partner with community organizations to engage vulnerable groups and co-develop mitigation strategies.

### **Integration**

- All departments consider identified hazards in their decisions, for land-use planning, infrastructure design, and program investment.
- Use a climate equity lens in corporate reports to communicate the community risk and vulnerability considerations of municipal decisions.

### **Partnerships and Funding**

- Apply for federal and provincial mitigation funding and capacity programs
- Formalize and routinely update agreements with critical stakeholders, including utilities, NGOs, First Nations, and neighbouring municipalities.

## **PREPARATION**

Preparedness focuses on ensuring that individuals, organizations, and the municipality are ready to respond effectively to emergencies. This includes planning, training, public education, and resource coordination.

In Thunder Bay, preparedness activities strengthen the capacity of emergency responders and the public alike, ensuring a coordinated and timely response when disasters strike.

### **Emergency Planning and Coordination**

- Review and update the municipal Emergency Response Plan annually to reflect current risks and lessons learned from recent events.
- Develop hazard-specific annexes (e.g., for wildfires, floods, hazardous materials, pandemics, evacuations) to support rapid, tailored responses.
- Consider opportunities to expand existing contingency plans for responding to some community needs without EOC activation (e.g. Severe Weather Plan for Vulnerable Populations).
- Encourage departments to maintain updated continuity of operations plans; outlining essential services and critical infrastructure dependencies.
- Routinely update critical infrastructure list based on identified impacts and dependences.
- Enhance mutual aid and coordination protocols with community organizations surrounding First Nations, municipalities, and provincial agencies.

### **Municipal Evacuation Planning**

- Develop risk-based evacuation scenarios for both local evacuations and hosting; with associated neighbourhood evacuation strategies for various sizes of evacuated populations
- Clear decision-making criteria for issuing evacuation advisories or orders
- Communication templates with clear guidance for households; incorporating considerations for children, pets, and other population specific needs
- Engage with evacuees previously hosted in Thunder Bay to improve processes.

### **Staff Training**

- Conduct regular IMS training sessions for municipal staff, elected officials, and emergency responders on roles, responsibilities, and procedures.
- All MECG members and alternates receive training on the emergency plan and on the IMS framework
- Support collaborative training opportunities with community partners and surrounding communities to increase regional capacity.
- Front line emergency responders conduct hazard-specific training in collaboration with provincial and federal agencies.
- Include municipal emergency management awareness training for administration, to improve awareness of the role of the MECG and EOC, and what supports may be available in an emergency

### **Emergency Exercises**

- Maintain emergency exercise program, guiding annual emergency exercises.
- Facilitate annual multi-agency emergency exercises, simulating complex emergencies and disasters.
- Incorporate climate and equity lenses into scenario planning to ensure inclusive and forward-looking preparedness.
- Conduct formal debriefs and after-action reports after each exercise or real incident, documenting lessons learned and updating plans and training accordingly.

### **Public Education and Outreach**

- Develop and promote personal preparedness campaigns, encouraging households to have emergency kits, plans, and contact lists.
- Create targeted materials to support groups with elevated or unique risks, particularly those unable to maintain 72-hour preparedness kits.
- Partner with local NGOs, faith groups, and Indigenous organizations to co-design culturally relevant preparedness initiatives.
- Offer recurring training sessions for community volunteers
- Explore implementation of community supported resilience hubs
- Host preparedness training for community groups, schools, and businesses, focused on emergency kits, evacuation planning, and hazard awareness, leveraging Ontario Corps support where possible.

### **Emergency Alerting and Communication**

- Enhance public alerting systems, including integration with Alert Ready, local media organizations, and social media.
- Establish communication protocols for vulnerable and remote populations, including those without internet or cell service.
- Prepare pre-scripted messages for priority hazards to ensure timely and consistent communication.

### **Resource Management and Logistics**

- Maintain and regularly update inventories of emergency supplies (e.g., cots, water, PPE) for reception and evacuation centres.
- Establish agreements with suppliers and service providers for rapid access to food, fuel, transportation, and shelter.
- Develop plans for spontaneous donations and volunteer management during large-scale emergencies

### **Integration with Provincial and Federal Systems**

- Ensure municipal training aligns with Federal and Provincial standards
- Take part in regional emergency exercises where feasible.
- Explore Federal and Provincial training, funding, and guidance documents where available.

### **Equity-Focused Preparedness**

- Ensure preparedness materials and plans address barriers faced by marginalized populations.
- Create tailored outreach for high-risk groups, including people living in poverty, those experiencing homelessness, and Indigenous youth.
- Use an equity impact lens to evaluate preparedness policies and identify gaps.
- Introduce equity and cultural competency training for emergency management personnel

## **RESPONSE**

The response phase encompasses immediate actions taken during and immediately after an emergency to protect life, property, and the environment.

In Thunder Bay, response efforts rely on coordinated operations, clear communication, and rapid deployment of resources; following Ontario IMS 2.0 guidance. This section outlines how the municipality will manage emergencies through efficient command structures and public safety strategies.

### **Incident Management System Response Goals**

- 1. Protect the safety of all incident responders and those affected by the incident*
- 2. Save lives*
- 3. Treat the sick and injured*
- 4. Protect the health of those affected by the incident*
- 5. Safeguard the continuity of government and critical services*
- 6. Protect property and the environment*
- 7. Prevent and/or reduce economic and social losses*

### **Emergency Response Plan Procedures**

- Follow operating procedures, including the Municipal Emergency Response Plan, to respond to community emergencies
- Activate the Emergency Operations Centre as required
- Variations from plan should be clearly communicated and recorded

### **Emergency Operations Centre Facility**

- Should be dedicated area to maintain availability of critical resources, including food; personal rest supplies; as well as regularly updated copies of relevant plans, forms, and procedures.
- Facility selected with accessibility and resilience in mind
- Should have IMS best practice equipment, including position identification vests
- Should be able to support both in-person and virtual meeting attendees in a hybrid format
- Checklists for EOC roles, including technical specialists and external agency representatives

### **Emergency Communications**

- Issue timely, accurate, and accessible public alerts and instructions targeting affected populations
- Coordinate with community organizations to support consistent messaging.
- Create a public facing section of municipal website where citizens can find the most recent emergency releases and specialized instructions
- Produce regular communications updating city council on response progress, as well as guidance on redirecting community members to appropriate resources and informing internal staff on any changes to responsibilities.
- Support access to telecommunications connectivity for affected populations to access information; including considerations for device charging and internet connections at reception centres.

### **Health, Safety, and Well-being**

- Deploy emergency mental health and crisis support services, for affected populations, emergency responders, and emergency managers
- Enforce personnel cycling to manage responder and EOC capacity. Duty time in the EOC should not exceed 14 consecutive hours and be followed by a minimum of 8 uninterrupted hours of rest time.

### **Resource Management and Mutual Aid**

- Track the deployment and status of all municipal and partner resources (personnel, equipment, supplies).
- Request provincial or federal support if local capacity is exceeded.
- Implement mutual aid agreements with neighbouring communities

### **Special Populations and Equity Considerations**

- Support seniors, people with disabilities, Indigenous residents, and non-English speakers through targeted outreach and tailored services.
- Use pre-identified community liaisons or navigators to provide inclusive response.

### **Documentation and Information Management**

- Maintain detailed incident records, including decisions, actions, and resource deployment using IMS compliant forms.
- Prepare situation reports for internal and external partners.
- Begin collecting data for financial recovery and reimbursement tracking.

## **RECOVERY**

Recovery is the process of restoring and rebuilding after an emergency, with a focus on returning the community to safe and sustainable conditions.

In Thunder Bay, recovery efforts will be guided by principles of resilience, equity, and collaboration. This section outlines short- and long-term recovery actions that support healing, rebuilding infrastructure, and strengthening the community for the future.

### **Recovery Coordination and Leadership**

- Following significant incidents, designate a Recovery Coordination Team with relevant cross-sector representation.
- Develop a Recovery Action Plan with clear timelines, roles, and resource needs.
- Coordinate with external stakeholders as appropriate

### **Transition from Response to Recovery**

- Formally declare transition from response to recovery phase.
- Deactivate EOC when appropriate and shift coordination to the Recovery Coordination Team.
- Conduct initial impact and needs assessment across sectors (housing, infrastructure, economy, etc.).

### **Restoration of Essential Services**

- Prioritize restoration of:
  - Power, water, natural gas, and sewer services
  - Transportation routes
  - Telecommunications
- Coordinate closely with service providers and contractors.
- Monitor service accessibility, especially for vulnerable populations.
- Rebuild damaged infrastructure, evaluating opportunities to “build back better” with climate resilient design

### **Community Support and Social Services**

- Provide ongoing support for displaced individuals and families.
- Re-establish and expand access to:
  - Housing and shelter support
  - Food, clothing, and transportation
  - Mental health and trauma counselling
- Collaborate with community partners (e.g., NGOs, health units, Indigenous organizations).

### **Public Communication and Engagement**

- Continue regular communication with the public on progress and restored services
- Consider hosting community meetings and feedback sessions.
- Use accessible and inclusive communication channels.

### **Financial Recovery and Reimbursement**

- Track and document all eligible costs related to emergency response and recovery.
- Apply for provincial (e.g., Municipal Disaster Recovery Assistance) and federal funding.
- Support residents and businesses in accessing relief funds and insurance claim

### **After-Action Review and Improvement Planning**

- Hold one or more critical action debriefs following significant response actions to inform continual improvement.
- Publish mandatory After-Action Reviews (AAR) following exercises or EOC activation.
- Gather input from all responding agencies, stakeholders, and community members.
- Identify lessons learned and update emergency and recovery plans accordingly.
- Provide training and briefings based on AAR findings.

## **PROGRAM MAINTENANCE, REVISION, AND TESTING**

The City of Thunder Bay's Emergency Management Program is developed and maintained by the Emergency Management Program Committee and Emergency Management Working Group under the authority of Municipal By-law 087-2026 and in accordance with the *Emergency Management and Civil Protection Act*.

## **ASSOCIATED DOCUMENTS**

- Ontario IMS Guidance 2.0
- Emergency Response Plan
- Hazard Identification and Risk Assessment Report (*anticipated 2026*)
- Critical Infrastructure List
- Municipal Essential Services
- Contingency Plans
- Evacuation Plan
- Recovery Plan
- Severe Weather Plan for Vulnerable Populations
- Emergency Food Plan (*external*)

2026

# EMERGENCY RESPONSE PLAN

REVIEWED:

19/03/2026

## INTRODUCTION

The Emergency Response Plan (ERP) outlines a centralized controlled and coordinated response to support responders and safeguard property, the environment and the health, safety and welfare of the residents and visitors of the City of Thunder.

Based on the Incident Management System (IMS), the ERP is designed to support individuals and agencies, both internal and external, which may become involved in a municipal emergency response to become aware of their respective roles and responsibilities during an emergency.

The ERP scope addresses incidents that warrant the activation of the Emergency Operations Centre, not addressing emergencies that are handled on site by appropriate first responding agencies. The ERP is intended to complement existing contingencies, standard operating procedures, and other emergency prevention, mitigation, preparedness, and recovery initiatives that make up the municipal emergency management program.

The following response goals are applied to all emergency situations:

1. Protect the safety of all incident responders and those affected by the incident
2. Save lives
3. Treat the sick and injured
4. Protect the health of those affected by the incident
5. Safeguard the continuity of government and critical services
6. Protect property and the environment
7. Prevent and/or reduce economic and social losses

## LEGAL AUTHORITY

The legislation, regulations, related standards, and By-Laws under which the municipality and its employees are authorized to respond to an emergency are:

- The *Emergency Management and Civil Protection Act*, RSO 1990, c. E.9, as amended (the *Act*) and its regulations, including Ontario Regulation 380/04 (Standards).

The *Act* requires municipalities to develop, implement, and maintain an emergency management program, and adopt it with a by-law.

## **MUNICIPAL EMERGENCY CONTROL GROUP**

In the case of an emergency, the Emergency Operations Centre will be activated and operated by the Municipal Emergency Control Group (MECG) and support staff as needed.

The City Manager, or in their absence, an Acting City Manager, will assume the EOC Commander role and chair the MECG.

The City of Thunder Bay's MECG consists of the following members or their designates:

- City Manager
- Fire Chief
- Police Chief
- EMS Chief
- Community Emergency Management Coordinator (CEMC)
- Commissioner Infrastructure and Operations
- Commissioner Community Services
- Commissioner Corporate Services
- Commissioner Growth
- Emergency Information Officer
- Community Support Table Liaison

The City of Thunder Bay's Manager, Communications & Public Relations, is appointed as the Emergency Information Officer.

The City of Thunder Bay's Director, Community Strategies Division is appointed as the Community Support Table Liaison.

When activated, the MECG is additionally supported by the Scribe, Safety Officer, and relevant Technical Specialists.

Depending on the nature of the emergency, external agencies and organizations not normally part of the MECG may be asked to send a representative to attend the MECG meetings.

## EMERGENCY OPERATIONS CENTRE

The Emergency Operations Centre (EOC) is a central hub for the MCEG and support personnel to carry out the functions of managing the emergency at the strategic level.

During an emergency, EOC personnel will meet at regular intervals or as required to provide and receive situation updates relating to the emergency. The EOC will consider strategic objectives and develop an action plan for a defined operational period. This interval will be known as the EOC operational period.

All members of the MCEG shall assign designates to attend the EOC and act for them in their absence as required.

## ACTIVATION

The Emergency Response Plan and Emergency Operations Centre may be partially or fully activated when there is an identified need for significant coordination. This can include active or imminent hazards threatening the community; support of other communities' emergency responses; or to manage risks during a planned event.

Response Level	Description	Criteria
<p><b>Normal Operations</b></p>	<p>Activities that are normal for the EOC when no incident or specific risk or hazard has been identified</p> <p>The CEMC will coordinate routine watch and warning activities as they emerge.</p>	<p>Routine operations, including emergency responses within the scope of first responders</p>
<p><b>Partial Activation</b></p>	<p>Select EOC team members/organizations are activated to monitor a credible threat, risk, or hazard and/or support risk management during a planned event.</p>	<p>Significant potential impact to citizens, property and environment.</p> <p>Significant media attention</p> <p>Significant demand on resources</p>
<p><b>Full Activation</b></p>	<p>The EOC team is activated, including personnel from assisting agencies, to support response to a major incident or credible threat.</p>	<p>Major impact on citizens, property and environment</p> <p>Major public interest</p> <p>Major demand for resources impacting business continuity</p>

## ACTIVATION OF THE PLAN

The City of Thunder Bay's Emergency Response Plan can be activated:

- Directly by any member or acting designate of the MECG directly **and/or**
- By request to a member of the MECG by the municipal department, community partner, or emergency responder most directly involved in the response and/or mitigation of an emergency. The request for activation will be considered based on the size, seriousness, or complexity of the emergency and the response capability of that agency.

On receipt of instructions from a member of the MECG, the POLICE COMMUNICATIONS CENTRE (684-1555) will call out the Municipal Emergency Control Group (MECG), MECG alternates if the primary member is unavailable, and named Support Positions by telephone or the most effective means. The member of the group giving the call-out instruction will decide if this is to be a call-out or standby.

The primary Emergency Operations Centre is:

- Superior North EMS, 105 Junot Avenue South

Alternate Emergency Operations Centres are:

- Thunder Bay City Hall, 500 Donald Street
- Thunder Bay Fire Rescue Station #3, 60 S. Water Street

Depending on the nature of the incident, a virtual Emergency Operations Centre may be established in lieu of a physical Emergency Operations Centre.

## DECLARATION OF AN EMERGENCY

The Mayor, or acting head of council, may declare that an emergency exists in the municipality, or in any part thereof, and such emergency declaration will only be made, if the Mayor, or acting head of council, has consulted the ERP, consulted with the MECG, and is satisfied that the taking of an authorized action is necessary to address the situation or impending situation without the risk of serious delay. They may make such orders as they consider necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area for the duration of the declared emergency.

Should circumstances warrant an emergency declaration, the Mayor or acting head of council must complete and submit a formal written "Declaration of Emergency" to Emergency Management Ontario.

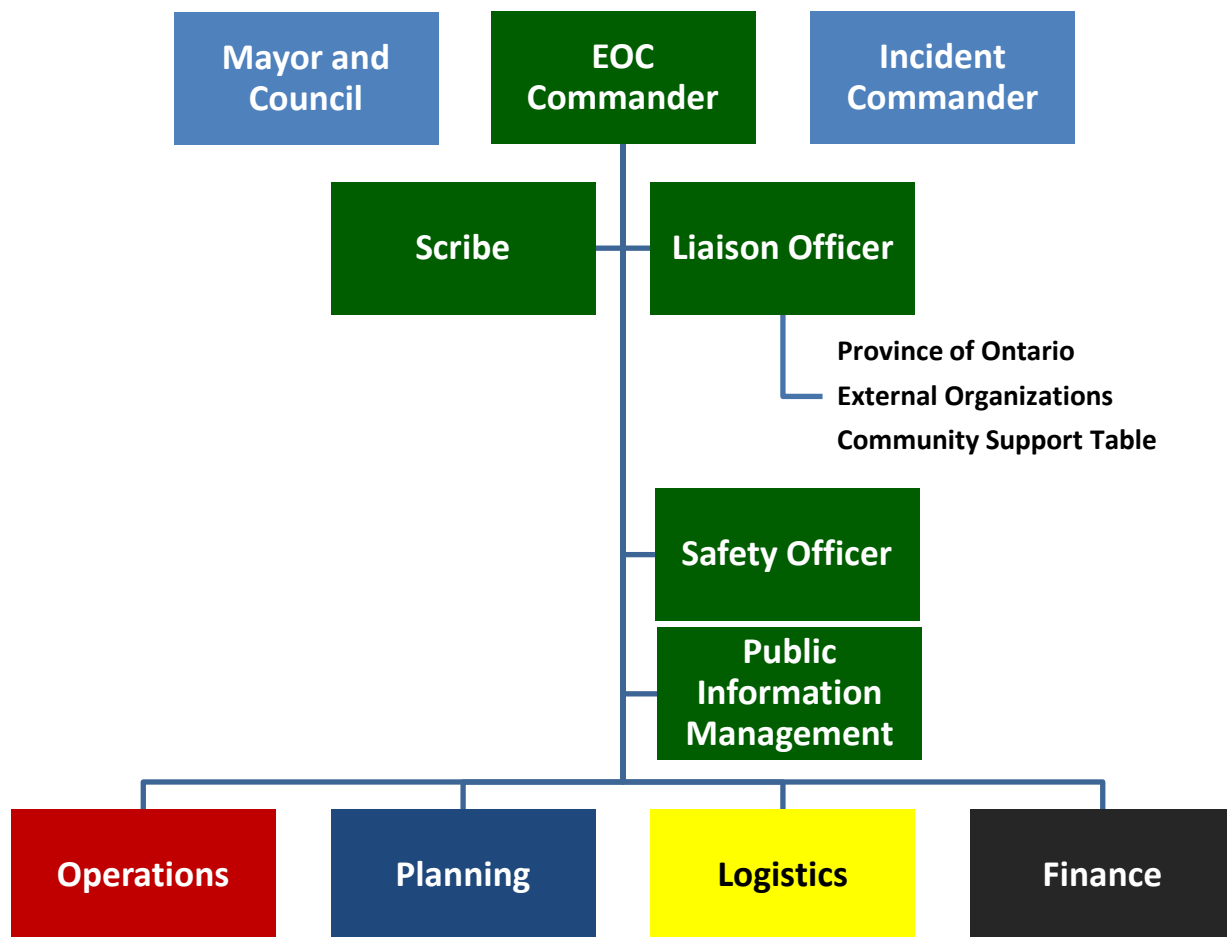
A municipal emergency may be declared terminated at any time by the Head of Council or the Council of a municipality, and/or by the Premier of Ontario through submission of a written "Termination of a Declared Emergency" to Emergency Management Ontario.

***An emergency declaration is not necessary to activate the plan, convene the MECG, or request assistance from outside agencies, surrounding communities, or higher levels of government.***

**ROLES AND RESPONSIBILITIES**

The Incident Management System (IMS) is a standardized command and control approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. Standardized processes and terminology allow incident responders to formulate a unified plan to manage the situation. The standardized terminology reduces the risk of miscommunication among the many responders.

The position summaries to follow are intended to guide collaboration and complement IMS training and position checklists.



ROLE	RESPONSIBILITY
<b>EMERGENCY OPERATIONS CENTRE (EOC)</b>	<p>The Emergency Operations Centre (EOC) is where the MECG carries out the functions of managing the emergency at the strategic level.</p> <p>The functions performed in the EOC include but are not limited to:</p> <ul style="list-style-type: none"> <li>• Supporting on-site incident response</li> <li>• Collecting, gathering and analyzing data</li> <li>• Making decisions that protect life and property</li> <li>• Maintaining continuity of municipal operations</li> <li>• Disseminating decisions to response agencies and the public</li> </ul> <p>EOC functions <b>do not</b> include tactical decisions for on-site responders or resources. That responsibility lies with the Incident Commander.</p> <p>Not all IMS positions are required to be filled in an emergency, but all IMS functions must be assigned. One person may be assigned to multiple IMS roles.</p> <p>All personnel should reference relevant contingency plans and procedures, use established templates and resources such as the Critical Infrastructure List, and be aware of their responsibilities listed in this plan, the IMS Common Responsibilities Checklist and the Position Checklist for their assigned role(s).</p>
<b>MAYOR</b>	<ul style="list-style-type: none"> <li>• Declare and terminate an emergency, in accordance with the Act and its regulations</li> <li>• Ensure members of Council are notified of the emergency and updated on response</li> </ul>

<p><b>ACTING HEAD OF COUNCIL</b></p>	<ul style="list-style-type: none"> <li>• Notifying the Mayors of adjoining municipalities of the emergency if required and providing any status reports</li> <li>• promptly notify the Minister of a declaration of emergency</li> <li>• regularly report to the public respecting the declaration of emergency until it has terminated</li> <li>• report to Council, every 30 days, until the declared emergency has terminated outlining the reasons why it remains necessary for the emergency declaration to be in effect</li> <li>• after a termination of the emergency, report to the Minister, in accordance with the Act and its regulations</li> </ul>
<p><b>CITY COUNCILLORS</b></p>	<ul style="list-style-type: none"> <li>• May assist the Emergency Information Officer to relay information to community members</li> <li>• Liaise through acting head of council regarding any concerns from constituents</li> </ul>
<p><b>INCIDENT COMMANDER</b>  SITE</p>	<ul style="list-style-type: none"> <li>• Establish and maintain command of the incident site (when incident has specific location)</li> <li>• Coordinate with EOC for support, considering unified command where appropriate</li> <li>• Set the incident objectives, strategies, and priorities.</li> </ul>
<p><b>EOC COMMANDER</b>  CITY MANAGER</p>	<p>Overall authority and responsibility for the activities of the EOC.</p> <p>Until otherwise delegated, all EOC functions are the responsibility of the EOC Commander.</p> <ul style="list-style-type: none"> <li>• Sets priorities and objectives for operational periods and ensures they are carried out.</li> <li>• Approves EOC Incident Action Plan (IAP)</li> <li>• Liaises with the Incident Command and Mayor</li> <li>• Approves emergency information releases.</li> <li>• Determine what sections are needed, assign section chiefs as appropriate</li> </ul>

<b>SCRIBE</b>	<ul style="list-style-type: none"> <li>Record all critical decisions, actions, briefings, and resource requests in real time</li> <li>Support clear and traceable information for continuity, accountability, and after-action review</li> </ul>
<b>PUBLIC INFORMATION MANAGEMENT</b>  <b>EMERGENCY INFORMATION OFFICER</b>	<ul style="list-style-type: none"> <li>Acts as the primary media and public contact for the municipality in an emergency</li> <li>Collects and disseminates accurate and timely emergency information both during and following an emergency</li> <li>Develops and shares messages to the public, through the media, and through other trusted community sources</li> <li>Activates Emergency Information Centre</li> <li>Tracks media reports including social media feeds for trends or misinformation</li> <li>Liaises with other organizations' communication leads</li> </ul>
<b>SAFETY OFFICER</b>	<ul style="list-style-type: none"> <li>Monitors physical and mental safety of EOC and response personnel</li> <li>Recommends safety modifications to operations</li> <li>Assesses and monitors response risks and halts operations if necessary</li> </ul>
<b>LIASON OFFICER</b>  CEMC	<ul style="list-style-type: none"> <li>Invites required or requested agencies and stakeholders to the EOC</li> <li>Provides orientation to agencies and stakeholders entering the EOC</li> <li>Supports coordination with engaged local, provincial, and/or federal partners</li> </ul>
<b>COMMUNITY SUPPORT TABLE LIAISON</b>	<ul style="list-style-type: none"> <li>Support communication and coordination between the EOC and Community Support Table member organizations</li> <li>Primary contact will be Liaison Officer, may be redirected as appropriate</li> </ul>
<b>OPERATIONS SECTION</b>	<ul style="list-style-type: none"> <li>Meet the incident objectives and priorities stated in the IAP</li> <li>Manages tactical operations.</li> <li>Develops the operations portion of the IAP</li> </ul>

	<ul style="list-style-type: none"> <li>Maintains contact with Incident Commander, subordinate Operations personnel, and other agencies involved in the incident.</li> </ul>
<b>PLANNING SECTION</b>	<ul style="list-style-type: none"> <li>Collects, confirms, analyzes and shares incident information gathered from incident responders</li> <li>Develops EOC IAP in coordination with other IMS functions.</li> <li>Conducts advance planning activities</li> <li>Plans for EOC demobilization</li> </ul>
<b>LOGISTICS SECTION</b>	<ul style="list-style-type: none"> <li>Arranges and provides services and supports including personnel, supplies, facilities and other resources to an incident</li> <li>Provides other support services such as arranging for food and lodging for workers within the EOC and other sites.</li> </ul>
<b>FINANCE &amp; ADMINISTRATION SECTION</b>	<ul style="list-style-type: none"> <li>Manages incident-specific finance and administration activities including payroll, vendor contracts and incident cost tracking.</li> <li>Coordinates claims and compensation.</li> <li>Tracks and reports on personnel time.</li> </ul>
<b>TECHNICAL SPECIALISTS</b>	<ul style="list-style-type: none"> <li>Provide technical observations, recommendations, and other support as needed to incident staff</li> <li>Report to Planning Section chief by default, may be reassigned as appropriate</li> </ul>
<b>EMERGENCY SOCIAL SERVICES</b>	<ul style="list-style-type: none"> <li>Supports the essential needs of individuals, households, and communities affected by disaster.</li> <li>Report to Operations Section chief by default, may be reassigned as appropriate</li> </ul>
<b>ORGANIZATION REPRESENTATIVE</b>	<ul style="list-style-type: none"> <li>Represent partner organization to support coordination of incident response</li> <li>Primary contact will be Liaison Officer, may be redirected as appropriate</li> </ul>

**Municipal Emergency Control Group and Designates** must be aware of the contents of the Emergency Response Plan and must be trained on how to carry out their assigned roles and responsibilities as outlined in the plan.

## **EMERGENCY DOCUMENTATION**

It is extremely important to accurately document all major decisions, individuals contacted, instructions issued, and actions taken in an emergency. Emergency record keeping should utilize Incident Management System forms from Emergency Management Ontario or other NIMS compatible formats.

All EOC positions are required to keep an activity log during events and completed forms must include contact information for the individual completing the document and other individuals involved in response efforts.

All documentation developed during an event is to be submitted, retained, and managed by the Planning Section. Staff are required to submit completed forms regardless of their usage in the IAP or other formal document planning.

## **DEACTIVATION AND RECOVERY**

Deactivation of the EOC will be performed once all objectives associated with the developed demobilization plan have been achieved.

Criteria considered for EOC deactivation is, but not limited to:

- The incident is resolved
- All resources assigned to the incident have been released and returned to their home base
- The EOC is/are no longer required as the incident has been stabilized
- On-going recovery operations are to be managed from a separate entity such as normal municipal operations.

The deactivation will be announced to all personnel including any assisting or cooperating agencies during the final briefing. If the general public was informed of facility activation, deactivation will also be communicated.

A critical incident debrief shall be held following EOC activations, and an after-action report shall be created following exercises, full EOC activations, and emergency declarations to inform corrective actions and continual improvements to emergency management procedures.

For significant incidents, a Recovery Coordination Team should be designated to support recover actions.

A report summarizing the event, actions taken, and evaluation of responsibilities, including any recommended changes to the Emergency Response Plan and its associated documents, should be produced after the event concludes.

## **PLAN MAINTENANCE, REVISION, AND TESTING**

The City of Thunder Bay's Emergency Response Plan is developed and maintained by the Emergency Management Program Committee under the authority of the *Emergency Management and Civil Protection Act*, and its regulations.

The group is chaired by the Community Emergency Management Coordinator, and membership includes:

- Mayor (Head of Council)
- Community Emergency Management Coordinator
- City Manager
- Chief of Thunder Bay Fire Rescue
- Chief of Superior North Emergency Medical Services
- Chief of Thunder Bay Police Service
- Commissioner of Infrastructure & Operations

The plan is reviewed and revised on an annual basis by the Emergency Management Program Committee and circulated to all plan holders.

The Emergency Management Program Committee is supported by the Emergency Management Program working group, which includes both internal and external representatives and subject matter experts.

Annual exercises are conducted in order to test the overall effectiveness of the City's Emergency Response Plan and provide training to emergency response and recovery stakeholders in the City of Thunder Bay. Recommendations stemming from these exercises are incorporated into the plan where necessary.

## **GLOSSARY OF TERMS**

### **ACRONYMS**

### **ASSOCIATED DOCUMENTS**

EOC Forms  
IMS 201 – Incident Briefing  
IMS 202 – Incident Objectives  
IMS 209-G – Incident Status Summary  
IMS 211 – Check-In List  
IMS 214 – Activity Log

### **ASSOCIATED DOCUMENTS**

IMS Position Checklists  
Meeting Agenda Templates  
Communication Templates  
Contact lists  
HIRA  
Critical Infrastructure List  
Hazard-Specific Contingencies  
Evacuation Plan  
Recovery Plan  
Corporate Pandemic Plan



## Memorandum

**Corporate By-law Number:** 129-2026-Infrastructure & Operations-Thunder Bay Fire Rescue

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**TO:** Office of the City Clerk **FILE:**

**FROM:** Kayla Dixon, Commissioner  
Infrastructure & Operations

**DATE PREPARED:** March 6, 2026

**SUBJECT:** By-law 129-2026 – Appointment of Chief of Fire

**MEETING DATE:** City Council - April 7, 2026

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**By-law Description:** A By-law to provide for the appointment of a Chief of Fire for Thunder Bay Fire Rescue and The Corporation of the City of Thunder Bay.

**Authorization:** Resolution – City Council – April 7, 2026

**By-law Explanation:** The purpose of this By-law is to appoint a Chief of Fire for Thunder Bay Fire Rescue and The Corporation of the City of Thunder Bay.

**Schedules and Attachments:**

**Amended/Repealed By-law Number(s):**



THE CORPORATION OF THE CITY OF THUNDER BAY  
BY-LAW NUMBER 129-2026

A By-law to provide for the appointment of a  
Chief of Fire for Thunder Bay Fire Rescue and  
The Corporation of the City of Thunder Bay

Recitals

1. The *Fire Protection and Prevention Act, 1997*, S.O 1997, c. 4 as amended, requires City Council to appoint a Fire Chief for the municipal fire department.
2. City Council authorized the appointment of a Chief of Fire for the Thunder Bay Fire Rescue and the Corporation of the City of Thunder Bay by resolution on April 7, 2026.
3. The appointment in this By-law replaces the January 13, 2026 appointment of Acting Chief of Fire David Tarini.

ACCORDINGLY, THE COUNCIL OF THE CORPORATION OF THE CITY OF THUNDER BAY ENACTS AS FOLLOWS:

1. THAT David Tarini be appointed to Chief of Fire of The Corporation of the City of Thunder Bay, effective April 8, 2026, at such salary as shall from time to time be set by the Council of The Corporation of the City of Thunder Bay.
2. AND THAT By-law Number 019-2026 be repealed.
3. This By-law shall come into force and take effect on the date it is passed.

Enacted and passed this 7<sup>th</sup> day of April, A.D. 2026 as witnessed by the Seal of the Corporation and the hands of its proper Officers.

Andrew Foulds  
\_\_\_\_\_  
Speaker

Krista Power  
\_\_\_\_\_  
City Clerk



## Memorandum

**Corporate By-law Number:** 149-2026-Growth-Development Services-Building Services

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**TO:** Office of the City Clerk **FILE:**

**FROM:** Jeffrey Duce, Supervisor-Inspections  
Growth Department – Building Services

**DATE PREPARED:** March 16, 2026

**SUBJECT:** By-law 149-2026 – A by-law to amend By-law 011-2007 to Update the Appointment of Officers.

**MEETING DATE:** City Council - April 7, 2026

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**By-law Description:** A By-law to amend By-law 011-2007, being a By-law to Appoint Officers for The Corporation of the City of Thunder Bay (Development Services Department/Finance Department) to update the Appointment of Officers.

**Authorization:** Report No. 2003.231 (Development Services) - Committee of the Whole - August 5, 2003.

**By-law Explanation:** The purpose of this By-law is to amend By-law 011-2007 being a By-law to Appoint Officers for The Corporation of the City of Thunder Bay (Development Services Division) to update the appointment of officers.

**Schedules and Attachments:**

**Amended/Repealed By-law Number(s):**



THE CORPORATION OF THE CITY OF THUNDER BAY  
BY-LAW NUMBER 149-2026

A by-law to amend By-law 011-2007, being a by-law to  
Appoint Officers for The Corporation of the City of  
Thunder Bay.

Recitals

1. By-law Number 192-2003, enacted and passed August 11, 2003, authorizes amendments to update the appointment of officers as appointed by By-law 011-2007.

ACCORDINGLY, THE COUNCIL OF THE CORPORATION OF THE CITY OF THUNDER BAY ENACTS AS FOLLOWS:

1. Paragraph 4 is amended by adding the following name:

Cameron Rabideau

2. Paragraph 6 is amended by adding the following name:

Cameron Rabideau

3. This By-law shall come into force and take effect on the date it is passed.

Enacted and passed this 7th day of April, A.D. 2026 as witnessed by the Seal of the Corporation and the hands of its proper Officers.

Andrew Foulds

\_\_\_\_\_  
Speaker

Krista Power

\_\_\_\_\_  
City Clerk



# Memorandum

**Corporate By-law Number:** 152-2026-Corporate Services-Licensing & Enforcement

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**TO:** Office of the City Clerk **FILE:**

**FROM:** Jan Quek-Ferland  
Corporate Services – Licensing & Enforcement

**DATE PREPARED:** March 19, 2026

**SUBJECT:** By-law 152-2026 – Appointment of Persons to Enforce Parking

**MEETING DATE:** City Council - April 7, 2026

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**By-law Description :** A By-law to amend By-law Number 99-2005, being a By-law to appoint Municipal Law Enforcement Officers for The Corporation of the City of Thunder Bay for the Enforcement of Municipal Parking By-laws.

**Authorization:** Report 2005.041 (Parking Authority) - Committee of the Whole - March 7, 2005.

**By-law Explanation:** The purpose of this By-law is to maintain an up-to-date listing of active Municipal Law Enforcement Officers (Development & Emergency Services Department/Parking Authority) by deleting the inactive Officers and adding the names of persons who will be enforcing Parking By-laws for the Parking Authority, the City, and Private Property Owners.

**Schedules and Attachments:**

**Amended/Repealed By-law Number(s):**



THE CORPORATION OF THE CITY OF THUNDER BAY  
BY-LAW NUMBER 152-2026

A by-law to amend By-law Number 99-2005, being a by-law to appoint Municipal Law Enforcement Officers for The Corporation of the City of Thunder Bay for the enforcement of Municipal Parking By-laws

Recitals

1. By-law Number 99-2005, enacted and passed August 8, 2005, authorizes amendments to update the appointment of officers as appointed by By-law Number 99-2005.

ACCORDINGLY, THE COUNCIL OF THE CORPORATION OF THE CITY OF THUNDER BAY ENACTS AS FOLLOWS:

1. Schedule "A" – Municipal Law Enforcement Officers, is amended as follows:

(i) The following names are deleted:

Jeevan Bala	Afeed Majeed	Loba Oni
Mahmad Tadmala		

(ii) The following names are added:

Clive Aigbokhae	Khushi Goyal	Kamala Sampath Kumar
Tobi Obajemu	John Ulakovic	

2. This By-law shall come into force and take effect on the date it is passed.

Enacted and passed this 7<sup>th</sup> day of April, A.D. 2026 as witnessed by the Seal of the Corporation and the hands of its proper Officers.

Andrew Foulds

Speaker

Krista Power

City Clerk



**Memorandum Corporate By-law Number:** 163-2026 – Corporate Services –  
Municipal Enforcement Services

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**TO:** Office of the City Clerk **FILE:**

**FROM:** Adam Carruthers  
Manager – Licensing & Enforcement, Corporate Services

**DATE PREPARED:** March 31, 2026

**SUBJECT:** By-law 163-2026 – A by-law to amend By-law 011-2007 being a  
by-law to update the appointment of Officers

**MEETING DATE:** City Council - April 7, 2026

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**By-law Description:** A By-law to amend By-law 011-2007, being a by-law to Appoint Officers for The Corporation of the City of Thunder Bay, to update the appointment of Officers.

**Authorization:** Report 2003.231 (Development Services) – Committee of the Whole – August 5, 2003

**By-law Explanation:** The purpose of this by-law is to amend By-law 011-2007, being a by-law to Appoint Officers for The Corporation of the City of Thunder Bay, to update the appointment of Officers with respect to Paragraph 6.

**Schedules and Attachments:**

**Amended/Repealed By-law Number(s):**



THE CORPORATION OF THE CITY OF THUNDER BAY  
BY-LAW NUMBER 163-2026

A By-law to amend By-law 011-2007, being a By-law to  
Appoint Officers for The Corporation of the City of  
Thunder Bay, to update the appointment of Officers.

Recitals

1. By-law Number 192-2003, enacted and passed August 11, 2003, authorizes amendments to update the appointment of officers as appointed by By-law Number 011-2007.

ACCORDINGLY, THE COUNCIL OF THE CORPORATION OF THE CITY OF THUNDER BAY ENACTS AS FOLLOWS:

1. Paragraph 6 is amended by adding the following name:

Glenn Bettcher

2. This By-law shall come into force and take effect on the date it is passed.

Enacted and passed this 7th day of April, A.D. 2026 as witnessed by the Seal of the Corporation and the hands of its proper Officers.

Andrew Foulds

Speaker

Krista Power

City Clerk



## Memorandum

**Corporate By-law Number:** 151-2026-City Manager's Office-Office of the City Clerk

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**TO:** Office of the City Clerk **FILE:**

**FROM:** Linda Crago  
Office of the City Clerk, City Manager's Department

**DATE PREPARED:** March 18, 2026

**SUBJECT:** By-law 151-2026 – Confirming By-law – April 7, 2026

**MEETING DATE:** City Council - April 7, 2026

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**By-law Description:** A By-law to confirm the proceedings of a meeting of Council, this 7<sup>th</sup> day of April 2026

**Authorization:** Committee of the Whole - 2003/02/24

**By-law Explanation:** To confirm the proceedings and each motion, resolution and other action passed or taken by the Council at this meeting is, except where prior approval of the Ontario Land Tribunal is required, adopted, ratified and confirmed as if all such proceedings had been expressly embodied in this By-law.

**Schedules and Attachments:**

**Amended/Repealed By-law Number(s):**



THE CORPORATION OF THE CITY OF THUNDER BAY  
BY-LAW NUMBER 151-2026

A By-law to confirm the proceedings of a meeting of  
Council, this 7<sup>th</sup> day of April 2026

Recitals

1. Subsection 5(1) of the Municipal Act, 2001, S.O. 2001 c. 25, as amended, provides that the powers of a municipal corporation are exercised by its Council. Subsection 5(3) provides that those powers are to be exercised by by-law.
2. Council considers it appropriate to confirm and adopt its proceedings at this meeting by by-law.

ACCORDINGLY, THE COUNCIL OF THE CORPORATION OF THE CITY OF THUNDER BAY ENACTS AS FOLLOWS:

1. The actions of the Council at the following meeting:

7th day of April, 2026 OPEN SESSION, CITY COUNCIL MEETING

and each motion, resolution and other action passed or taken by the Council at that meeting is, except where prior approval of the Ontario Land Tribunal is required, adopted, ratified and confirmed as if all such proceedings had been expressly embodied in this By-law.

2. The Mayor and the proper officials of The Corporation of the City of Thunder Bay are authorized and directed to do all things necessary to give effect to the actions of the Council referred to in Section 1 of this By-law. In addition, the Clerk is authorized and directed to affix the corporate seal to any documents which require it.

3. This By-law shall come into force on the date it is passed.

Enacted and passed this 7th day of April, A.D. 2026 as witnessed by the Seal of the Corporation and the hands of its proper Officers.

Andrew Foulds

\_\_\_\_\_  
Speaker

Krista Power

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City Clerk