



**Committee of the Whole Meeting
Agenda**

**Monday, April 28, 2025, Immediately Following City Council - Special Session
S.H. Blake Memorial Auditorium**

	Pages
1. Closed Session in the McNaughton Room Closed Session Agendas will be distributed separately to Members of Council and ELT only.	
2. Open Session (Administrative Services) in the S.H. Blake Memorial Auditorium immediately following the City Council - Special Session Tbaytel Annual General Meeting Chair: Councillor Mark Bentz	
3. Disclosures of Interest	
4. Confirmation of Agenda WITH RESPECT to the April 28, 2025 Committee of the Whole meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.	
5. Items Arising from Closed Session	
6. Reports of Committees, Boards and Outside Agencies	
6.1 Accessibility Advisory Committee Minutes Minutes of Meeting 01-2025 of the Accessibility Advisory Committee, held on March 12, 2025, for information.	5 - 13
6.2 Anti-Racism & Equity Advisory Committee Minutes Minutes of Meeting 03-2025 of the Anti-Racism & Equity Advisory Committee, held on February 25, 2025, for information.	14 - 18
6.3 Inter-Governmental Affairs Committee Minutes Minutes of Meeting 03-2025 of the Inter-Governmental Affairs Committee, held on March 12, 2025, for information.	19 - 22
6.4 Thunder Bay District Health Unit - Board of Health Minutes Minutes of Meeting 02-2025 and 03-2025 of the Board of Health held on February 19, 2025 and March 19, 2025, respectively, for information.	23 - 37

6.5	Thunder Bay Police Service Board Minutes	38 - 52
	Minutes of Meeting 06-2025 and 09-2025 of the Thunder Bay Police Service Board, held on February 18, 2025 and March 18, 2025, respectively, for information.	

7. Reports of Municipal Officers

7.1	2024 Annual Safety Review	53 - 64
	Report 125-2025-City Manager's Office-Human Resources providing an annual report on the corporation's safety performance and initiatives. This report provides an overview of corporate injury statistics, safety programming and claim cost information for 2024, for information.	

7.2	Guiding Financial Principles	65 - 69
	Report 107-2025—Corporate Services recommending that the Guiding Financial Principles as outlined in the Report be approved.	

Memorandum from Commissioner-Corporate Services & City Treasurer Keri Greaves dated April 11, 2025 requesting to provide a presentation relative to the City of Thunder Bay's Guiding Financial Principles.

WITH RESPECT to Report 107-2025 – Corporate Services, we recommend that the Guiding Financial Principles as outlined in this Report be approved;

AND THAT, the Guiding Financial Principles, as outlined in this Report be embedded in the City of Thunder Bay's Long-Term Financial Plan;

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

7.3	Assessment Growth Funds Policy	70 - 79
	Report 110-2025-Corporate Services-Finance recommending that City Council approve the Assessment Growth Funds Policy as attached to this Report.	

Memorandum from Commissioner-Corporate Services & City Treasurer Keri Greaves dated April 11, 2025 requesting to provide a presentation relative to the City of Thunder Bay's Assessment Growth Funds Policy.

WITH RESPECT to Report 110-2025-Corporate Services-Finance, we recommend that City Council approve the Assessment Growth Funds Policy as attached to this Report;

AND THAT the Assessment Growth Funds Policy be included in the Corporate Policy Manual;

AND THAT the necessary by-law be presented to City Council for ratification.

- 7.4 Update – Animal Services Review** 80 - 85
Report 112-2025-Corporate Services-Licensing & Enforcement, providing an update of the review of the City of Thunder Bay's Animal Services, for information.
- 7.5 Impacts of U.S. Tariffs on City Procurement** 86 - 91
Report 136-2025-Corporate Services-Supply Management providing information on the City of Thunder Bay's approach to procurement during the current trade dispute, for information.
- 7.6 Culture Plan** 92 - 140
Report 95-2025-Community Services-Recreation & Culture recommending that the pillars and objectives of the Create. Connect. Grow. Culture Plan be approved.
- Memorandum from Director-Recreation & Culture Leah Prentice dated April 10, 2025 requesting that Supervisor-Cultural Development, Community Programming & Events Laurie Abthorpe and Senior Manager - Nordicity Group Megan Lynch provide a presentation relative to the Culture Plan.
- WITH RESPECT to Report 95-2025-Community Services-Recreation & Culture, we recommend that the pillars and objectives of the *Create. Connect. Grow.* Culture Plan be approved;
- AND THAT administration provide an annual update to Council on the Plan's implementation beginning in 2026;
- AND THAT any necessary by-laws be presented to City Council for ratification.
- 7.7 Report Back - Temporary Village Initiative - Site Location Comparison**
At the April 14, 2025 City Council meeting, a resolution was passed recommending that Report 57-2025-Growth-Strategy & Engagement be referred to Administration to conduct a relative comparison of the Lakehead Region Conservation Authority site and the Kam River Heritage Park site as the location for the temporary village and that Administration report back on April 28, 2025.

Report 143-2025-Growth-Strategy & Engagement (**Distributed Separately**)

8. Outstanding Items

8.1 Outstanding Items List for Administrative Services

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Memorandum from Director-Legislative Services & City Clerk Krista Power, dated April 15, 2025, for information.

9. New Business

10. Adjournment



Accessibility Advisory Committee Meeting Minutes

Wednesday, March 12, 2025, 1:04 p.m.

Thunder Bay 55 Plus Centre

700 River Street

1. Accessibility Advisory Committee Meeting 01-2025

Chair: Samantha Zrobin

2. Members

Ken Bjorn, Visually Impaired or Blind Representative

John Gobeil, Developmental Disability Representative

Todd Kennedy, Service Agency Representative

Tara Lennox, Learning Disability Representative

Ulysses Patola, Citizen Representative

George Saarinen, Hard of Hearing/Late Deafened Representative

Samantha Zrobin, Brain Injury Representative

3. Officials

Dana Earle, Deputy City Clerk

Flo-Ann Track, Council & Committee Clerk

4. Guests

Jessy Bogacki, Program Supervisor - Adult Fitness, Wellness & Inclusion Services

Robert Tinsley, Citizen

5. Welcome and Introductions

Meeting called to order and a roundtable of introductions to follow.

Chair Samantha Zrobin welcomed those in attendance and advised, that due to lack of quorum, the meeting would proceed as an information session.

Council & Committee Clerk Flo-Ann Track advised that communication dated March 6, 2025 was received from Member Dawn Hamilton to advise the Committee of their resignation from the AAC, and to express appreciation and support for the work the AAC does. A letter of appreciation for their service to the community will be sent on behalf of the Committee.

6. Communication Process

Council & Committee Clerk Flo-Ann Track provided an overview of the Committee's communication process.

Tara Lennox agreed to manage the speaker's list.

During the discussion of the above noted item quorum was achieved.

7. Disclosures

None.

8. Agenda Approval

MOVED BY: Ken Bjorn

SECONDED BY: Tara Lennox

WITH RESPECT to the March 12, 2025 meeting of the Accessibility Advisory Committee, we recommend that the Agenda as printed, including any additional information and new business be confirmed.

CARRIED

9. Appointment of Chair and Vice-Chair

Purpose: Required Annually

Election process for Chair and Vice Chair for the 2025 calendar year, and until such time as a replacement has been appointed, as required annually.

Council & Committee Clerk Flo-Ann Track provided an overview of the Chair and Vice-Chair positions and administered nominations for the position of Chair for the remainder of the 2025 calendar year.

MOVED BY: Ulysses Patola
SECONDED BY: Tara Lennox

WITH RESPECT to the position of Chair of the Accessibility Advisory Committee, we recommend that Samantha Zrobin be appointed Chair of the Committee for the remainder of the 2025 calendar year, and until such time a replacement has been appointed, as required annually.

CARRIED

Flo-Ann Track administered nominations for the position of Vice-Chair for the remainder of the 2025 calendar year.

MOVED BY: Ken Bjorn
SECONDED BY: Tara Lennox

WITH RESPECT to the position of Vice-Chair of the Accessibility Advisory Committee, we recommend that John Gobeil be appointed Vice-Chair of the Committee for the remainder of the 2025 calendar year, and until such time a replacement has been appointed, as required annually.

CARRIED

The newly appointed Chair, Samantha Zrobin assumed the Chair for the remainder of the meeting.

10. Terms of Reference

Purpose: For Discussion

Under Section 3.17, Procedural By-law 51/2021, A By-law to govern the proceedings of Council and its Committees - Purpose and Responsibilities, requires an annual review of the Terms of Reference.

Document entitled "Accessibility Advisory Committee - Terms of Reference - Ratified July 15, 2024", for information.

Council & Committee Clerk Flo-Ann Track advised that Administration has completed a review of the Terms of Reference for all 19 Advisory Committees of Council, standardizing the "Governance" section to align with Council's procedural by-law; that no fundamental changes to the Accessibility Advisory Committee Terms of Reference were made since they were last presented to Council for ratification on July 15, 2024; and that, the amended Terms of Reference will be presented at the April 9, 2025 AAC meeting, for approval.

11. Minutes of Previous Meeting

The Minutes of Meeting 07-2024 Accessibility Advisory Committee, held on November 13, 2024 to be confirmed.

Notes from January 8, 2025 and February 12, 2025 information sessions provided, for information.

MOVED BY: Ken Bjorn

SECONDED BY: Tara Lennox

THAT the Minutes of Meeting 07-2024 Accessibility Advisory Committee, held on November 13, 2024 be confirmed.

CARRIED

12. Roundtable of Accessibility Issues

Members to report on accessibility issues encountered in the community.

12.1 The Scotties

Purpose: Follow up

At the February 12, 2025 meeting of the AAC during the Roundtable of Accessibility Issues discussion, a member advised that the shuttles, for transportation to the Scotties, are not accessible.

Discussion was held relative to the above noted. Some of the items discussed as follows:

- Organizers communicated with the Member prior to the event advising that additional accessible parking spaces were reserved.
- Volunteers were on hand and helped in the accessible seating area.

12.2 2025 Provincial Elections

A Member provided the following information about their 2025 Provincial Election voting experience:

- Font on the Voting Card was not accessible.
- Polling location - Westmount Public School
 - School was in session while the Poling Station was open.

- Navigation to the Large Gymnasium through the school was difficult.
- Accessible parking was limited.

Discussion was held relative to Accessible Elections. Some of the items discussed as follows:

- Advocacy for the inclusion of people with disabilities in Canada's democratic processes.
 - Obstacles that still exist for persons with a disability.
 - Not limited to inaccessible polling sites.
 - Not all meeting venues, campaign offices and constituency offices are accessible.
- Administration provided the following, for information
 - City of Thunder Bay Municipal Election Accessibility Plan
 - in advance of an election the Accessibility Plan is reviewed.
 - The AAC helps to advise the City of Thunder Bay's Accessibility Plan.
 - Accessibility training is provided for election staff.
 - The Municipal Accessibility Specialist reviews potential voting locations for accessibility.
 - Advanced voting locations, voting options, parking, washrooms, information, transportation.
 - Locations close to Transit stops.
 - Transit passes are provided to remove financial burden
 - Advanced voting polls were located at various assisted living facilities, Thunder Bay Regional Hospital, Thunder Bay District Jail, Shelter House.
 - Accessible voting machines.
 - Opportunity for the AAC to advocate for fully accessible elections at the federal, provincial, and municipal levels.

- Voting Process: Ensure accessible voting methods, such as assistive technology, accessible ballots, and alternative voting options (e.g., mail-in ballots, telephone, or online voting).
 - Campaign Offices: Encourage and require candidates' campaign offices to be physically accessible, with appropriate accommodations for people with diverse disabilities.
 - Voting Locations: Guarantee that all voting locations meet accessibility standards, including parking, entrances, voting stations, and accessible transportation options.
 - Post-Election Constituency Offices: Ensure that elected representatives' offices are accessible to all constituents, promoting ongoing engagement and representation.
- Administration advised that they will work with the Chair to draft a letter to advocate for fully accessible elections in advance of the April 9th meeting.

12.3 Canada Games Complex

Purpose: For information

Program Supervisor - Adult Fitness, Wellness & Inclusion Services Jessy Bogacki advised that the Canada Games Complex does not provide a receipt for fees paid on a monthly basis but will provide a letter upon request should a Member require one to submit for reimbursement from the Community Living Thunder Bay Passport Services program, or other funding programs.

12.4 Transit

Discussion was held relative to the following Transit related issues:

- Taxi script vouchers
 - Previously there was a form on the back of the Taxi Script Vouchers that could be filled out and returned via mail with a cheque, Transit would process and send the vouchers back via mail, can this service be reinstated?

- Administration advised that this practice was changed in 2014 to address security issues and lessen the abuse of the program; Administration will bring it back to Management to see if this could be offered as an accommodation.
 - Can this service be offered as an accommodation?
- Lift + rides fulfilled by a Taxi
 - A member utilizing a mobility device experienced difficulties getting in and out of the standard taxi sent to fulfill their scheduled Lift + trip.
 - Administration advised that individuals utilizing Lift + are required to make their needs known to Transit, so an appropriate taxi can be booked when Lift + vehicle is not able to fulfill scheduled trip.
- On Demand Transit
 - Will Transit be switching to an on-demand system?
 - Administration provided the following, for information.
 - Transit is tasked with transforming Transit. Transit will apprise the Committee as changes are made.
- New Electronic Fare System
 - Why is payment with credit or debit card not available on the new Electronic Fare System?
 - Administration provided the following, for information.
 - The system is a “Closed Loop” system, which requires cards to be preloaded with funds. The new system does not have access to networks utilized by financial institutes to process credit card or debit transactions for payment.
- Registered CNIB Members - Transit privileges
 - Not all Transit Driver’s are aware of the transit privileges Canadian National Institute for the Blind Members have.
 - Administration advised that this is part of the Driver’s Training process, and that this feedback will be shared with

Management.

12.5 Accessible Parking

Discussion was held relative to the following Parking related matter:

- Attending Advisory Committee meetings at City Hall.
 - can the parking pass issued to Committee Members while attending meetings be used at an accessible parking spot, instead of the designated metered lot next to St. Andrew's Parking Lot?
 - Administration will contact Management and advise if a different parking pass is required.

13. Working Group Updates

13.1 Built Environment Working Group

Samantha Zrobin - BEWG Member provided an update relative to future renovation plans for the Water Street Transit hub. Some of the information shared as follows:

- Public notice will be provided as construction will affect travel on Water Street.
- An addition will be constructed for Transit staff.
- Additional lighting will be installed.
- Patio seating area will be added.

14. 2025 Meeting Schedule

Meetings of the Accessibility Advisory Committee will be scheduled from 1 p.m. to 3 p.m. at the Thunder Bay 55 + Centre, 700 River St. on the following dates:

Wednesday, April 9, 2025

Wednesday, May 14, 2025

Wednesday, June 11, 2025

Wednesday, September 10, 2025

Wednesday, October 8, 2025

Wednesday, November 12, 2025

15. Adjournment

The meeting adjourned at 2:24 p.m.



Anti-Racism & Equity Advisory Committee Meeting Minutes

Tuesday, February 25, 2025, 3:15 p.m.
McNaughton Room - 3rd Floor, City Hall

1. Anti-Racism and Equity Advisory Committee 01-2025

Chair: Chris Krumpholz

2. Members

Councillor Representatives:

Councillor Greg Johnsen

Citizen Representatives:

Chris Krumpholz

Temitope Ojo

Rae-Ann Robinson

Community Organization Representatives:

Moffat Makuto, *Regional Multicultural Youth Council*

Ann McGuire, *Kinna-aweya Legal Clinic*

Anita Muggeridge, *Thunder Bay Multicultural Association*

Robin Gathercole, *SUCCI representative - Confederation College*

3. Officials

Cynthia Olsen, Director - Strategy & Engagement

Louisa Costanzo, Manager - Community Safety & Well-Being

Larry Joy, Policy Assistant to the Mayor

Lori Wiitala, Committee Clerk/Legislative Specialist

4. Welcome and Disclosures of Interest

At 3:06 p.m. the meeting started as an Information Session as quorum was not achieved.

Councillor Greg Johnsen agreed to act as Chair of the meeting until quorum is achieved and the Election of Chair and Vice-Chair is held.

5. Land Acknowledgment

Councillor Greg Johnson provided the Land Acknowledgement.

We acknowledged that we are on the traditional territory of the Ojibwa Anishinaabe people of the Fort William First Nation - Signatory to the Robinson Superior Treaty of 1850. We are also a historic Métis settlement. We acknowledge the history that many nations hold, and are committed to a relationship with First Nations, Métis, and Inuit peoples based on the principles of mutual trust, respect, reciprocity, and collaboration in the spirit of reconciliation.

6. Discussion on News Articles: This is What Racism Looks Like and We Are All Human Beings

Discussion will be held relative to two online news articles: This is What Racism Looks Like - quakelab.ca and We Are All Human Beings - tbnewswatch.ca

Manager - Community Safety & Well-Being Louisa Costanzo provided the attached online news articles for the committee to discuss.

Manager Costanzo provided an overview of the content of the first article: This is What Racism Looks Like from the site quakelab.ca.

The following were mentioned:

- recognized Indigenous people are often discriminated against for the same reason
 - creation of The Indian Act
- Black History Month, in 2025 the community should be more advanced and knowledgeable
- Incident Reporting is considered individual responsibility, could be considered as a community responsibility
- Educational barriers due to racism

At 3:15 p.m. the Committee achieved quorum.

7. Election of Chair and Vice-Chair

Nominations for the positions of Chair and Vice-Chair of the Anti-Racism & Equity Advisory Committee for 2025.

The newly-appointed Chair will assume the position of Chair for the remainder of the meeting.

Committee Clerk/Legislative Specialist Lori Wiitala administered nominations for Chair of the Anti-Racism & Equity Advisory Committee for 2025.

Moffat Makuto was nominated for the role of Chair and chose not to let his name stand.

Chris Krumpholz was nominated for the role of Chair. Chris conditionally accepted and requested a discussion around changing the meeting start time, the Committee agreed to a later meeting start time of 3:30 p.m. to accommodate employment schedules.

MOVED BY: Moffat Makuto
SECONDED BY: Councillor Greg Johnsen

WITH RESECT to the position of Chair on the Anti-Racism & Equity Advisory Committee, we recommend that Chris Krumpholz be appointed Chair of the Committee for the remainder of the 2025 calendar year, and until a replacement has been appointed, as required annually.

CARRIED

The committee agreed to discuss changing the meeting start time and the following motion was presented.

MOVED BY: Anna McGuire
SECONDED BY: Robin Gathercole

WITH RESPECT to the Anti-Racism & Equity Advisory Committee meetings, we recommend that the start time of the meetings be changed to 3:30 p.m. for the remainder of 2025.

CARRIED

Committee Clerk/Legislative Specialist Lori Wiitala administered the nomination for Vice-Chair of the Anti-Racism & Equity Advisory Committee for 2025.

MOVED BY: Temitope Ojo

SECONDED BY: Moffat Makuto

WITH RESPECT to the position of Vice-Chair of the Anti-Racism & Equity Advisory Committee, we recommend that Temitope Ojo be appointed Vice-Chair of the Committee for the remainder of the 2025 calendar year, and until a replacement has been appointed, as required annually.

CARRIED

8. Confirmation of Agenda

MOVED BY: Councillor Greg Johnsen

SECONDED BY: Robin Gathercole

WITH RESPECT to the Tuesday, February 25, 2025, meeting of the Anti-Racism & Equity Advisory Committee, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

9. Minutes of Previous Meeting

The Minutes of Meeting 06-2024 of the Anti-Racism & Equity Advisory Committee, held on September 24, 2024, to be confirmed.

MOVED BY: Ann McGuire

SECONDED BY: Moffat Makuto

THAT the Minutes of Meeting 06-2024 of the Anti-Racism & Equity Advisory Committee, held on September 24, 2024, to be confirmed.

CARRIED

Information Session notes from November 26, 2024, were provided, for information.

10. Review of Committee Terms of Reference

Director Strategy & Engagement Cynthia Olsen and Manager - Community Safety & Well-Being Louisa Costanzo provided an overview of the history of the Committee for background. The following changes were recommended.

Name of Committee: It was proposed to change the Committee name to Inclusion, Diversity, Equity & Anti-Racism Advisory Committee (IDEAAC). The

proposed name was identified as too familiar with Diversity Thunder Bay; the next Diversity Thunder Bay meeting is on Wednesday, February 26, 2025, and members from the AREAC in attendance will discuss the proposed name with the group. Belonging was brought up as another important piece to consider for the name change. Further discussion will be held at the March meeting.

Land Acknowledgement: the Committee discussed having Members provide a personal Land Acknowledgement at each meeting, and include a standing Land Acknowledgement within the agenda. The following Members volunteered to form a working group to take on this work:

Rae-Ann Robinson
Moffat Makuto
Ann McGuire
Temitope Ojo

The committee lost quorum at 4:14 p.m. and the meeting continued as an information session.

11. Next Meeting

The Anti-Racism and Equity Advisory Committee meetings will be held the fourth Tuesday of the month or at the call of the Chair, with the exception of July and August, in the McNaughton Room, at 3:00 p.m., unless otherwise noted:

- Tuesday, March 25, 2025
- Tuesday, April 29, 2025
- Tuesday, May 27, 2025
- Tuesday, June 24, 2025
- Tuesday, September 23, 2025
- Tuesday, October 28, 2025
- Tuesday, November 25, 2025

12. Adjournment

The meeting adjourned at 5:07 p.m.



Inter-Governmental Affairs Committee Meeting Minutes

Wednesday, March 12, 2025, 4:00 p.m.

MS Teams

1. Inter-Governmental Affairs Committee Meeting 03-2025

Chair: Councillor Kristen Oliver

2. Members

Mayor Ken Boshcoff
Councillor Shelby Ch'ng
Councillor Kristen Oliver
Councillor Dominic Pasqualino

3. Officials

Krista Power, Director of Legislative Services & City Clerk
Leanne Lavoie, Executive Administrator

4. Resource Persons

Larry Joy, Policy Assistant to the Mayor
Stephanie Reid, Acting Supervisor – Corporate Communications & Community
Engagement
Jamie Taylor, CEO – CEDC

5. Disclosures of Interest

6. Agenda Approval

MOVED BY: Councillor Dominic Pasqualino

SECONDED BY: Councillor Shelby Ch'ng

WITH RESPECT to the March 12, 2025 meeting of the Inter-Governmental Affairs Committee, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

7. Confirmation of Previous Minutes

The Minutes of Meeting 02-2025 of the Inter-Governmental Affairs Committee, held on February 12, 2025, to be confirmed.

MOVED BY: Councillor Shelby Ch'ng

SECONDED BY: Councillor Dominic Pasqualino

THAT the Minutes of Meeting 02-2025 Inter-Governmental Affairs Committee, held on February 12, 2025, be confirmed.

CARRIED

8. Business Arising from Previous Minutes

8.1 Terms of Reference

At the February 12 ,2025 meeting, Committee Terms of Reference were reviewed, as required annually, and the Terms were referred to Director of Legislative Services & City Clerk Krista Power to report back at the March 13, 2025 Inter-Governmental Affairs Committee meeting with proposed updates for committee approval prior to approval by City Council.

Proposed updates to Committee Terms of Reference were distributed separately on Wednesday, March 12, 2025.

Krista Power provided an overview of proposed updates and responded to questions. Proposed updates included:

- Stating more explicitly that advocacy initiatives are aligned with Council's strategic priorities and community needs
- Adding section for clarification relative to communication, including transparency, information sharing and attendance at conferences

- Standard governance updates
- Standard housekeeping changes, including contact updates

There was discussion relative to the proposed changes.

The ongoing governance and committee review was noted by the City Clerk. It was requested that the updated terms of reference come forward prior to the end of May for approval and that changes be presented to City Council following the presentation and outcome of that review.

9. PDAC Update

Policy Assistant Larry Joy provided an overview of the Prospectors & Developers Association of Canada (PDAC) 2025 Convention, which was held March 2-5, 2025 in Toronto, including:

- Background information about convention
- Overview of meetings and announcements made at convention
- Mayor Ken Boshcoff, Larry Joy and representatives from CEDC attended
- City Manager John Collin attended for a major funding announcement on Tuesday

It was noted that the mining industry in Thunder Bay was well represented and well received at the convention.

The Chair acknowledged the work of CEDC relative to strengthening and promoting the mining sector in the Thunder Bay area.

10. Outstanding Items

Memorandum from Executive Administrator Leanne Lavoie, dated March 3, 2025 providing the Inter-Governmental Affairs Committee Outstanding Items List, for information.

11. New Business

12. Next Meeting

The next regular Inter-Governmental Affairs Committee meeting is scheduled for April 9, 2025 at 4:00 p.m. via Microsoft Teams.

13. Adjournment

The meeting adjourned at 4:33 p.m.



THUNDER BAY DISTRICT HEALTH UNIT BOARD OF HEALTH MEETING MINUTES

DATE OF THE MEETING: FEBRUARY 19, 2025

TIME OF THE MEETING: 1:00 PM

PLACE OF THE MEETING: FIRST FLOOR BOARDROOM /
VIDEOCONFERENCE

CHAIR: MR. JAMES MCPHERSON

BOARD MEMBERS PRESENT:

Mr. Grant Arnold
Ms. Cindy Brand
Mr. Paul Malashewski
Ms. Kasey Etreni
Mr. James McPherson
Mr. Jim Moffat
Ms. Donna Peacock
Mr. Don Smith
Mr. Todd Wheeler
Ms. Lucy Belanger
Ms. Cynthia Olsen
Ms. Kristine Thompson

ADMINISTRATION PRESENT:

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

REGRETS:

Allan Mihalcin

RECORDER:

Ms. Sunena Shetty, Executive Assistant and
Secretary to the Board of Health

ABSENT:

Dr. Mark Thibert

1. CALL TO ORDER AND LAND ACKNOWLEDGEMENT

The Chair called the meeting to order at 1:05 PM.

2. ATTENDANCE AND ANNOUNCEMENTS

The Chair presented regrets from the above noted.

3. DECLARATIONS OF CONFLICT OF INTEREST

There were no declarations of conflict of interest.

4. AGENDA APPROVAL

The agenda was approved as presented.

Resolution No. 12-2025

Moved By: J. Moffat

Seconded By: P. Malashewski

THAT the Agenda for the Regular Board of Health Meeting to be held on February 19, 2025, be approved.

CARRIED

5. INFORMATION SESSION

J. Carastathis provided a presentation on the Northern Fruit and Vegetable Program (NFVP) and responded to questions and comments from the board.

6. MINUTES OF THE PREVIOUS MEETINGS

6.1 Thunder Bay District Board of Health

The minutes of the Regular Session Meetings held on January 15, 2025 were approved with a minor amendment.

Resolution No. 13-2025

Moved By: P. Malashewski

Seconded By: J. Moffat

THAT the Minutes of the Thunder Bay District Board of Health (Regular Session) Meeting held on January 15, 2025, be approved

AMENDED

7. MATTERS ARISING FROM THE MINUTES

There were no matters arising from the previous minutes.

8. BOARD OF HEALTH (CLOSED SESSION) MEETING

No closed session was scheduled for this meeting.

9. DECISIONS OF THE BOARD

9.1 BOH Annual Holiday Dinner

A memorandum from S. Shetty, on behalf of K. Etreni relative to the Board of Health Annual Holiday Dinner was presented to the board.

The resolution was amended and an additional resolution was added to this item to appoint ad hoc committee members to find an alternative option to the annual dinner.

Resolution No. 14a-2025

Moved By: K. Etreni

Seconded By: P. Malashewski

THAT as TBDHU has faced increased operational costs, resulting in a heavier financial burden on municipalities and these rising costs require municipalities to exercise fiscal restraint and demonstrate a commitment to preserving taxpayer money; the Board will not host its annual holiday dinner;

AND THAT the Board will explore alternative, cost-effective options to celebrate the holiday season in a manner that reflects its commitment to fiscal responsibility and the prudent management of public funds;

AND THAT the Board direct staff to investigate the options of BBQ with staff and spouses.

LOST

Resolution No. 14b-2025

Moved By: D. Smith

Seconded By: K. Etreni

THAT the Board will not host its annual holiday dinner;

AND THAT, the Board will create an ad hoc committee of the Board that will explore alternative, cost-effective options to celebrate the

holiday season in a manner that reflects its commitment to fiscal responsibility and the prudent management of public funds.

Ad hoc committee members:

1. Brand
2. Thompson
3. Etreni

CARRIED

9.2 Provincial Government Advocacy Policy

A memorandum from S. Shetty, on behalf of K. Etreni relative to providing information on drafting a Provincial Government Advocacy policy for the Board, was presented to the Board.

Resolution No. 15-2025

Moved By: G. Arnold

Seconded By: J. Moffat

THAT with respect to Item 9.2 'Provincial Government Advocacy' on the February 2025 Regular Board of Health meeting agenda, we recommend that the Executive Committee be directed to review the Board's approach to provincial advocacy and to consider whether a Board policy and procedure should be developed and adopted to document this approach,

AND THAT the Executive Committee make recommendations to the Board of Health with respect to provincial government advocacy, including developing a draft board policy and procedure should that be recommended by the committee;

AND THAT these recommendations be brought to the Board of Health no later than the September 2025 Regular Board meeting.

CARRIED

10. COMMUNICATIONS FOR INFORMATION

10.1 alPHa Winter Symposium Report

A report was presented on the Association of Local Public Health Agencies (alPHa) Winter Symposium held on February 14, 2025, from the members that attended.

10.2 MOH/CEO Update

Dr. J. DeMille (Medical Officer of Health and Chief Executive Officer) presented Report No. 05-2025 to the Board, relative to Strengthening Public Health as it relates to the Thunder Bay District Health Unit. It was noted that the Audit Timing memo was included because Audit is delayed due to snap elections.

10.3 Harm Reduction Report

Report No. 06-2025 (Harm Reduction) relative to providing the Board with information on the program was presented to the Board. Dr. DeMille provided input on the report. K. Belanger also spoke on the report and highlighted the value of evidence-based harm reduction programs.

J. McPherson declared a conflict of interest and subsequently, stepped out of the meeting at 2:23 PM, returning at 2:25 PM.

11. NEXT MEETING

The next regularly scheduled meeting will be held on Wednesday, March 19, 2025 at 1:00 PM.

12. ADJOURNMENT

Resolution No. 16-2025

Moved By: J. Moffat

Seconded By: D. Smith

THAT the Board of Health meeting held on February 19, 2025, be adjourned at 2:26 PM.

CARRIED



THUNDER BAY DISTRICT HEALTH UNIT BOARD OF HEALTH MEETING MINUTES

DATE OF THE MEETING: MARCH 19, 2025

TIME OF MEETING: 1:00 PM

PLACE OF MEETING: FIRST FLOOR BOARDROOM /
VIDEOCONFERENCE

CHAIR: MR. JAMES MCPHERSON

BOARD MEMBERS PRESENT:

Ms. Cindy Brand
Ms. Kasey Etreni
Mr. Paul Malashewski
Mr. James McPherson
Mr. Jim Moffat
Ms. Cynthia Olsen
Ms. Donna Peacock
Mr. Don Smith
Ms. Kristine Thompson
Mr. Todd Wheeler

ADMINISTRATION PRESENT:

Dr. Janet DeMille, Medical Officer of Health
and Chief Executive Officer
Ms. Diana Gowanlock, Director - Health
Protection
Mr. Dan Hrychuk, Director - Corporate
Services
Ms. Shannon Robinson, Director - Health
Promotion
Ms. Diana Carlson, Administrative Assistant -
Corporate Services

REGRETS:

Mr. Grant Arnold
Ms. Lucy Belanger
Mr. Allan Mihalcin

RECORDER:

Ms. Shelley Oleksuk, Administrative Assistant
- Health Promotion

ABSENT:

Dr. Mark Thibert

1. CALL TO ORDER AND LAND ACKNOWLEDGEMENT

The Chair called the meeting to order at 1:03 PM.

2. ATTENDANCE AND ANNOUNCEMENTS

The Chair presented regrets from Mr. Grant Arnold, Ms. Lucy Belanger and Mr. Allan Mihalcin.

The Chair acknowledged that the TBDHU's Healthy Kids Health on the Move for Equity (H.O.M.E.) Program was awarded the Community Engaged Research Award (CERA) by Lakehead University. This prestigious recognition is part of the 2025 Research & Innovation Awards of Excellence, and highlights research partnerships that create meaningful, positive impacts in the community through collaboration and knowledge-sharing.

The Chair also acknowledged the excellent presentation on Harm Reduction provided by Superior Points at a recent meeting of the Thunder Bay Municipal League.

3. DECLARATIONS OF CONFLICT OF INTEREST

There were no declarations of conflict of interest.

4. AGENDA APPROVAL

The agenda was approved as presented.

Resolution No. 17-2025

Moved By: J. Moffat

Seconded By: P. Malashewski

“THAT the Agenda for the Regular Board of Health Meeting to be held on March 19, 2025 be approved.”

CARRIED

5. INFORMATION SESSION

Ms. Marianne Stewart (Manager of Children, Youth and Families) introduced Ms. Lyne Soramaki (Public Health Nurse) and Ms. Lynda Banning (Anishinabek Nation FASD Regional Program Worker). They provided a presentation on "Migizi and Giniw's Important Journey: A Story of Reconciliation in Action" and responded to questions and comments from the Board.

6. MINUTES OF THE PREVIOUS MEETINGS

6.1 Thunder Bay District Board of Health

The minutes of the Thunder Bay District Board of Health (Regular Session) Meeting held on February 19, 2025 were approved as presented.

Resolution No. 18-2025

Moved By: P. Malashewski

Seconded By: J. Moffat

“THAT the Minutes of the Thunder Bay District Board of Health (Annual and Regular Session) Meeting held on February 19, 2025, to be approved.”

CARRIED

7. MATTERS ARISING FROM THE MINUTES

There were no matters arising from the previous minutes.

8. BOARD OF HEALTH (CLOSED SESSION) MEETING

No closed session was scheduled for this meeting.

9. DECISIONS OF THE BOARD

9.1 Employee Group Benefit Plan Program

Report No. 14-2025 (Finance / Human Resources) relative to recommendations for renewal of the Employee Benefit Plan for the period of April 1, 2025 to March 31, 2026 was presented to the Board.

Resolution No. 19-2025

Moved By: D. Smith

Seconded By: P. Malashewski

“THAT with respect to Report No. 14-2025 (Finance / Human Resources), we recommend the renewal of the Employee Group Benefit Plan with Green Shield Canada (Health, Dental and Travel) through the Association of Local Public Health Agencies (alPHA) Employee Group Benefit Consortium Plan as presented for the policy term of April 1, 2025 to March 31, 2026.

AND THAT the Director of Corporate Services and the Manager of Finance be authorized to complete any administrative requirements of the renewal.”

CARRIED

9.2 Contract Award for Vehicle Leasing

Report No. 15-2025 (Finance) relative to recommendations for renewal of vehicle leases for the period of July 29, 2025 to July 28, 2028 was provided to the Board. Mr. D. Hrychuk (Director of Corporate Services) presented and responded to questions and comments from the Board.

Resolution No. 20-2025

Moved By: J. Moffat

Seconded By: P. Malashewski

“THAT with respect to Report No. 15 - 2025 (Finance), we recommend that the contract for Lease of four (4) vehicles be awarded to Downtown Volkswagen for three (3) years commencing July 29, 2025 to July 28, 2028 at a total contract cost of \$95,721 (taxes extra);

AND THAT the Director of Corporate Services and Manager of Finance be authorized to complete any administrative requirements of the Leased Vehicle contract(s) as required.”

CARRIED

9.3 Reserve Fund Request - Refresh of the In Good Hands Website

Report No. 13-2025 (Finance) relative to requesting funds from the In Good Hands reserve fund to cover the updating of the In Good Hands website was presented to the Board.

Resolution No. 21-2025

Moved By: P. Malashewski

Seconded By: J. Moffat

“THAT with respect to Report No. 13 – 2025 (Finance), we recommend that the Board of Health approve the withdrawal of up to a maximum of \$50,000 (taxes extra) from the Safe Food Handler Training Reserve Fund for the Refresh of the In Good Hands Website;

AND THAT the Director of Corporate Services and Manager of Finance be authorized to complete any administrative requirements for withdrawal of the reserve funds as required.”

CARRIED

9.4 2025 Base Funding Request – Ontario Seniors Dental Care Program

Mr. D. Hrychuk, Director of Corporate Services, shared a presentation with the Board pertaining to the 2025 Annual Service Plan and Budget Submission, to provide background to the base funding request and one-time funding requests being presented to the Board.

A memorandum from D. Hrychuk, Director of Corporate Services, dated March 19, 2025, and containing a resolution relative to recommendations for requesting increased funding for the Ontario Seniors Dental Care Program, was provided to the Board.

Resolution No. 22-2025

Moved By: D. Smith

Seconded By: P. Malashewski

“THAT we recommend that a \$162,500 increase to the 100% provincial Ontario Seniors Dental Care Program amount be approved and submitted to the Ministry of Health as part of the 2025 Annual Service Plan and Budget Submission for the Thunder Bay District Health Unit.”

CARRIED

9.5 One-time Funding Request – Parking Lot Rejuvenation

Report No. 10-2025 (Information Systems and Property) relative to the application of a one-time funding request for Parking Lot Rejuvenation at the main office building was presented to the Board. Mr. D. Hrychuk (Director of Corporate Services) presented and responded to questions and comments from the Board.

Resolution No. 23-2025

Moved By: J. Moffat

Seconded By: D. Smith

“THAT with respect to Report No. 10 – 2025 (Information Systems and Property), we recommend that the application for one-time 100% funding of \$1,100,000 for the repairs to the grounds for the main office building be approved for submission to the Ministry of Health through the Annual Service Plan and Budget Submission process;

AND THAT the Director of Corporate Services and Manager of Finance be authorized to complete any administrative requirements of the submission as required.”

CARRIED

9.6 One-time Funding Request – Clay Tile Flooring Replacement

Report No. 09-2025 (Information Systems and Property) relative to the application of a one-time 100% funding request for Clay Tile Flooring Replacement at the main office building, was presented to the Board. Mr. D. Hrychuk (Director of Corporate Services) presented and responded to comments and questions from the Board.

Resolution No. 24-2025

Moved By: D. Smith

Seconded By: J. Moffat

“THAT with respect to Report No. 09–2025 (Information Systems and Property), we recommend that the application for one-time 100% funding of \$425,000 for the Clay Tile Flooring Replacement for the main office building be approved for submission to the Ministry of Health through the Annual Service Plan and Budget Submission process;

AND THAT the Director of Corporate Services and Manager of Finance be authorized to complete any administrative requirements of the submission as required.”

CARRIED

9.7 One-time Funding Request – Skylight Sealing and Flashing Repairs

Report No. 11-2025 (Information Systems and Property) relative to the application of a one-time 100% funding request for Skylight Sealing and Flashing Repairs at the main office building was provided to the Board.

Resolution No. 25-2025

Moved By: K. Thompson

Seconded By: J. Moffat

“THAT with respect to Report No. 11 – 2025 (Information Systems and Property), we recommend that the application for one-time 100% funding of \$202,000 for the repairs of the skylights for the main office building be approved for submission to the Ministry of Health through the Annual Service Plan and Budget Submission process;

AND THAT the Skylight Sealing and Flashing Repairs be endorsed by the Board of Health and that Administration be directed to proceed with the procurement process and repair as outlined;

AND THAT the Director of Corporate Services and Manager of Finance be authorized to complete any administrative requirements of the submission as required.”

CARRIED

9.8 One-time 100% Funding Request for Public Health Inspector Practicum

Report No. 12-2025 (Environmental Health) relative to the application of a one-time 100% funding request for Public Health Inspector student practicums was provided to the Board.

Resolution No. 26-2025

Moved By: J. Moffat

Seconded By: D. Smith

“THAT with respect to Report No. 12-2025 (Environmental Health), we recommend that the application for one-time 100% funding of \$25,000 for two Public Health Inspector students be approved for submission to the Ministry of Health through the Annual Service

Plan and Budget Submission process;

AND THAT the Director of Corporate Services and Manager of Finance be authorized to complete any administrative requirements of the budget submission process as required.”

CARRIED

9.9 Policy and Procedure Reviews

A memorandum from Dr. J. DeMille (MOH/CEO) dated March 19, 2025 and containing a resolution relative to review of a Board of Health policy and procedure was provided to the Board. Dr. DeMille responded to questions from the Board.

An oral motion was put forward recommending the policy and procedure be reviewed by the Executive Committee in April, with the Committee reporting back to the Board at its next regular meeting.

A meeting of the Executive Committee will be scheduled for April 16, 2025 at 11:00am.

Resolution No. 27a-2025

Moved By: D. Smith

Seconded By: K. Thompson

“THAT the following Board of Health Policies and Procedures be approved:

- BH-02-20 Code of Conduct Policy and Procedure
- BH-02-21 Conflict of Interest Policy and Procedure

AND THAT Administration be authorized to finalize and publish the Board of Health Policies and Procedures.”

DEFERRED

Resolution No. 27b-2025

Moved By: D. Smith

Seconded By: K. Thompson

“THAT the Executive Committee meet on April 16, 2025 at 11:00am to discuss and report back to the Board.”

CARRIED

9.10 Federal Funding – Indigenous Communities

A memorandum from Dr. J. DeMille (MOH/CEO), dated March 19, 2025, and containing a resolution relative to recommending the approval of the Indigenous Services Canada contribution to support the federal portion of the SLFNHA public health physician position was presented to the Board.

Resolution No. 28-2025

Moved By: D. Smith

Seconded By: J. Moffat

“THAT we recommend the Indigenous Services Canada contribution in the total amount of \$280,200 to support the federal portion of the SLFNHA public health physician position for the years April 1, 2024, to March 31, 2025, and April 1, 2025, to March 31, 2026 be approved;

AND THAT the Director of Corporate Services and Manager of Finance be authorized to complete any administrative requirements, as required.”

CARRIED

10. COMMUNICATIONS FOR INFORMATION

10.1 Facilities Update

Report No. 08-2025 (Information Systems and Property) relative to providing the Board of Health with the annual review of facilities and equipment was provided to the Board, for information.

10.2 MOH/CEO Update

Dr. J. DeMille (Medical Officer of Health and Chief Executive Officer) provided an update to the Board relative to the Annual Service Plan and Budget Submission and also noted that the alPHa Annual General Meeting and Conference will be held from June 18-20, 2025 in Toronto.

The Chair indicated that the selection of this year's alPHa meeting attendees will be discussed at the regular meeting of the Board in April, and four members will be selected to attend at that time. The Chair

requested that at least two Board of Health members wishing to attend the alPHa meeting consider putting their names forward for the alPHa Board when the new term begins in two years.

Dr. DeMille will follow up with Ms. Thompson and the AD-HOC committee that was formed at the previous meeting to schedule a meeting.

11. NEXT MEETING

The next regularly scheduled meeting will be held on Wednesday, April 16, 2025 at 1:00 PM.

12. ADJOURNMENT

Resolution No. 29-2025

Moved By: D. Smith

Seconded By: K. Thompson

“THAT the Board of Health meeting held on March 19, 2025 be adjourned at 2:20 p.m.”

CARRIED

**THUNDER BAY POLICE SERVICE BOARD
MEETING 06-2025 (REGULAR)**

DATE: FEBRUARY 18, 2025

TIME: 10:41 A.M.

PLACE: TBPSB BOARDROOM
1111 VICTORIA AVENUE – UNIT #102, THUNDER BAY

CHAIR: MS. K. MACHADO

PRESENT:

Mr. W. Bahlleda
Mayor K. Boshcoff
Councillor K. Etrene
Ms. K. Machado

ATTENDING VIA ZOOM:

Ms. D. Baxter

OFFICIALS:

Mr. D. Fleury, Chief of Police
Mr. R. Hughes, Deputy Chief of Police
Mr. J. Pearson, Deputy Chief of Police
Mr. J. Hannam, Secretary to the Board
Ms. L. Douglas, Assistant to the Secretary -
Thunder Bay Police Service Board
Inspector T. Gervais, Police Services Advisor –
Inspectorate of Policing

1. DISCLOSURES OF INTEREST

There were no disclosures of interest declared at this time.

2. CONFIRMATION OF AGENDA AND CONSENT AGENDA

An additional information package for this meeting was distributed by email on February 14, 2025.

MOVED BY: Councillor K. Etrene

SECONDED BY: Mayor K. Boshcoff

With respect to Meeting No. 06-2025 (Regular) of the Thunder Bay Police Service Board held on February 18, 2025, we recommend that the agenda and the consent agenda, as printed, including any additional information and new business, be confirmed.

CARRIED

3. CONSENT AGENDA

The following items were received, confirmed and/or adopted as part of the consent agenda:

3.1 Minutes of Meeting No. 02-2025 (Regular) of the Thunder Bay Police Service Board held on January 28, 2025.

3.2 Reports of Committees

a) Governance Committee

Memorandum to the Thunder Bay Police Service Board from Denise Baxter, Chair –

Governance Committee, relative to an update on the activities of the Governance Committee, was provided for the Board's information.

Terms of Reference

Board Approval of the updates to the Terms of Reference for the Governance Committee.

Policies for Adoption

- i. Proposed Policy GOV-006 – Policy/Procedure Development, Implementation, and Review Process.
- ii. Proposed Policy HR-003 – Occupational Health and Safety.
- iii. Proposed Policy HR-004 – Annual Monitoring of Performance of the Deputy Chiefs of the TBPS.
- iv. Proposed Policy LEG-004 – Assistance to Victims of Crime.
- v. Proposed Health and Safety Policy Statement.

b) Labour Relations Committee

Memorandum to the Thunder Bay Police Service Board from Wayne Bahlieda, Chair – Labour Relations Committee, dated February 11, 2025, relative to an overview of activities of the Labour Relations Committee was provided for the Board's information.

3.3 Meeting Evaluation Summary

Policy ADMIN-002 Thunder Bay Police Service Board Meeting Evaluation was approved at the January 28, 2025 Regular Meeting of the Board. Evaluations will be conducted monthly following each regular Board meeting.

Summary of evaluations for the January 28, 2025 meetings of the Board (Closed and Regular) was provided for the Board's information.

4. DEPUTATION

Crime Stoppers

Thunder Bay & District Crime Stoppers appeared before the Board. Board Chair, Mr. Solade Nicol, provided an overview of the volunteer organization, as well as their mandate.

On behalf of Crime Stoppers, he expressed his profound gratitude for the opportunity to share the Board's office space and boardroom, and for the Board's ongoing support.

Crime Stoppers is a not-for-profit organization, and is always seeking financial support, and welcomes new ideas in that regard. Mr. Nicol also noted that they are looking for volunteers and for members of the public interested in sitting on their Board of Directors.

Chair K. Machado thanked Mr. Nicol for his presentation.

5. UNFINISHED BUSINESS

Annual Training Report

At the January 28, 2025 Regular Meeting of the Board, Report No. 06/25 (Police), relative to a summary of training for the Thunder Bay Police Service for the period January 2024 to December 2024, was provided for the Board's information.

The Board requested compliance rates for each section, and asked that the report include the number of staff members off on various types of leaves of absence. They also requested that the Service ensures that this report aligns with CSPA requirements.

Memorandum to the Thunder Bay Police Service Board from Chief D. Fleury, dated February 14, 2025, relative to an update on the training requirements in 2024, was distributed separately in the additional information package for the Board.

Sergeant C. Girvin provided overview of the memorandum and provided the compliance rates for members for 2024.

Board members were pleased with the rates of compliance in the various categories.

6. REPORTS OF THE THUNDER BAY POLICE SERVICE

a) Use of Force – Annual Report

Report No. 12/25 (Police) relative to the annual Use of Force Report, was distributed separately in the additional information package for the Board.

Sergeant C. Girvin, Thunder Bay Police Service, provided a brief overview, responded to questions and provided some clarification on the three (3) occurrences where firearms were discharged. The reasons for discharges will be provided in future reports.

b) Secondary Activities Report

Report No. 09/25 (Police) relative to the secondary activities/employment of members of the Thunder Bay Police Service, including Paid Duty Assignments was provided for the Board's information.

Deputy Chief of Police J. Pearson and Chief of Police D. Fleury responded to questions about requests. Chair K. Machado advised that, under the CSPA, reasons for why requests are denied must be included in the report for secondary activities and will be required for future reporting.

c) Member Leave - Annual Report

Report No. 11/25 (Police) relative to the annual Member Leave Report for the Thunder Bay Police Service, was provided for the Board's information.

d) Street Checks Report

No report was provided for this meeting. Chair K. Machado advised that the Board's request for this report still stands, as per the Information Sharing Policy, and the provision of same is required.

e) Procedures for Family Communications

At the January 28, 2025 Regular Meeting of the Board, the following resolution was carried:

With respect to the procedures and practices of the Thunder Bay Police Service on communications with victims, their families and the public in general, we recommend that the Thunder Bay Police Service Board request of the Chief of Police a report on such procedures, including copies of them, for the review and understanding of the Board;

AND THAT the report include such suggestions for improvements to the procedures that the Chief may wish to make;

AND THAT the report be presented no later than the Board's scheduled meeting of March 18, 2025.

Report No. 10/25 (Police), relative to procedures for the Thunder Bay Police Service when communicating with victims, their families and the public in general, was provided for the Board's information.

Detective Sergeant R. Popowich and Chief of Police D. Fleury provided an overview of the report, the procedures for sudden death investigations, and responded to questions. The next of kin/point of contact for the families involved in sudden death investigations are determined on a case-by-case basis.

It was noted that every sudden death is initially deemed suspicious, and it was estimated that there are approximately 300 sudden death investigations launched each year.

Deputy Chief of Police J. Pearson advised that PLT, as referenced in the report, is an acronym for Police Liaison Team, and he provided an overview of their mandate.

f) Public Complaints Against Police

Report No. 13/25 (Police) relative to the 2024 Annual Report for public complaints against

police, was distributed separately in the additional information package for the Board.

Sgt. Duffy provided an overview of the report and responded to questions. The Police Service is currently dealing with complaints under the PSA and the CSPA, depending on date they occurred.

Chair K. Machado had questions about the totals in various sections of the report, including the section on “Summary of 2024 Complaints Disposed of by Quarter in 2024”. Sgt. Duffy will follow up for responses.

7. GENERAL MATTERS

a) Mandatory Training under the CSPA

Mr. J. Hannam, Secretary, reported that all board members have completed their mandatory training. He does have to follow up with Committee Chairs to determine if all community representatives have completed their training. Newly appointed members to committees will be advised of the training requirements under the *Community Safety and Policing Act, 2019*.

Councillor K. Etrene would like to see refresher courses and continuous training. Inspector T. Gervais will pass along her comments to the Police College (coordinating the training).

8. NEW BUSINESS

There was no New Business presented.

9. CLOSED MEETING AGENDA ITEMS

In accordance with and subject to Section 44 of the *Community Safety and Policing Act, 2019*, the following matters will be discussed in a closed meeting of the Board prior to the public meeting scheduled for February 18, 2025:

1. Update from Legal Counsel
2. Update on Labour Relations
3. Update on provision of Legal Services
4. Update on Human Resources for Thunder Bay Police Service

10. CONFIRMING BY-LAW

MOVED BY: Mayor K. Boshcoff
SECONDED BY: Councillor K. Etrene

THAT the following By-law be introduced, read, dealt with individually, engrossed, signed by the Chair and Secretary to the Thunder Bay Police Service Board, sealed and numbered:

THUNDER BAY POLICE SERVICE BOARD (TBPSB)

REGULAR MEETING

February 18, 2025

Page 6 of 6

1. A By-law to confirm the proceedings of a Regular Meeting of The Thunder Bay Police Service Board, this 18th day of February, 2025.

Explanation: Confirmation of the proceedings and each motion, resolution and other action passed or taken by the Thunder Bay Police Service Board at this meeting is required, adopted, ratified and confirmed as if all such proceedings had been expressly embodied in this By-law.

BY-LAW NUMBER: PC6-2025

CARRIED

11. ADJOURNMENT

The meeting adjourned at 11:46 a.m.

**THUNDER BAY POLICE SERVICE BOARD
MEETING 09-2025 (REGULAR)**

DATE: MARCH 18, 2025

TIME: 10:32 A.M.

PLACE: TBPSB BOARDROOM
1111 VICTORIA AVENUE – UNIT #102, THUNDER BAY

CHAIR: MS. K. MACHADO

PRESENT:

Mr. W. Bahlleda
Ms. D. Baxter
Mayor K. Boshcoff
Ms. K. Machado

REGRETS:

Councillor K. Etreni

GUESTS:

Guy Gilili & Noah Huber, Zencity
Sarbjit Kaur, KAPOW Communications

OFFICIALS:

Mr. D. Fleury, Chief of Police
Mr. J. Pearson, Deputy Chief of Police
Ms. D. Paris, Director – Financial Services &
Facilities, Thunder Bay Police Service
Inspector G. Snyder, Thunder Bay Police
Service
Ms. L. Douglas, Assistant to the Secretary -
Thunder Bay Police Service Board

ATTENDING VIA ZOOM:

Mr. J. Hannam, Secretary to the Board
Inspector Ron LeClair, Inspectorate of Policing

1. **DISCLOSURES OF INTEREST**

There were no disclosures of interest declared at this time.

2. **CONFIRMATION OF AGENDA AND CONSENT AGENDA**

A memorandum, relative to an emergency purchase by the Thunder Bay Police Service, which was sent to Board members on March 17, 2025, was added under New Business.

MOVED BY: Member D. Baxter

SECONDED BY: Mayor K. Boshcoff

With respect to Meeting No. 09-2025 (Regular) of the Thunder Bay Police Service Board held on March 18, 2025, we recommend that the agenda and the consent agenda, as printed, including any additional information and new business, be confirmed.

CARRIED

3. **CONSENT AGENDA**

The following items were received, confirmed and/or adopted as part of the consent agenda:

3.1 Minutes of Meeting No. 06-2025 (Regular) of the Thunder Bay Police Service Board held on February 18, 2025 were provided for the Board's information.

3.2 Reports of Committees

a) Governance Committee

Memorandum to the Thunder Bay Police Service Board from Denise Baxter, Chair – Governance Committee, dated March 11, 2025, relative to an update on the activities of the Governance Committee, was provided for the Board's information.

Policies for Adoption

i. Proposed Policy GOV-007 – Roles, Authorities, Resources, and Constraints of the Board.

b) Labour Relations Committee – No updates

c) Communications Committee

Minutes from January 23, 2025 meeting.

3.3 Meeting Evaluation Summary

Summary of evaluations for the February 18, 2025 meetings of the Board (Closed and Regular) was provided for the Board's information.

4. PRESENTATIONS

a) 2024 Survey Results - Public Safety in Thunder Bay

The 2024 Survey Results for Public Safety in Thunder Bay were distributed separately to the Board for their information. Following the Regular Meeting, the report was posted to the Board's website at www.thunderbaypolice.ca/Meetings/Agendas.

Guy Gilili and Noah Huber, Zencity representatives, presented an overview of the above noted report and responded to questions.

Mr. Huber noted that there was a substantial difference in responses from the younger and lower income respondents.

It was also noted that context for city scores were compared to American cities in Michigan, Illinois, and Washington.

Chief of Police D. Fleury noted that this survey was taken at a certain point in time. The survey results indicate that citizens want a greater police presence in the community. Similar comments and sentiments have been made at his town hall meetings. Chief Fleury advised that the survey results are being disseminated to staff through the Police Service's internal email or through one-on-one conversations. He noted that some of the crimes reported are committed by non-residents of the City.

Discussion was held on the actual population of the service area, estimated to be between 140,000 and 150,000.

Secretary Hannam noted that the survey results will be shared with Firedog Communications, as the Board develops its new strategic plan.

Mr. Gilili and Mr. Huber were thanked for their presentation.

b) Strategic Communications Plan

The Thunder Bay Police Service Board Strategic Communications Plan was distributed separately with the Regular Meeting Agenda, for the Board's information.

Ms. Sarbjit Kaur, Principal - KAPOW Communications, presented the Strategic Communications Plan and responded to questions. She acknowledged the Board's Communications Committee, who assisted with the development of this plan.

An overview of the plan was provided with a PowerPoint presentation. It was noted that the Board is providing quarterly reports for the public. An annual report, a legislative requirement under the *Community Safety and Policing Act, 2019*, is due by June 30th of each year.

A year-end report will be presented to the Board by the Communications Committee in January, 2026.

Members of the Communications Committee and KAPOW Communications were thanked for their presentation.

MOVED BY: Member D. Baxter
SECONDED BY: Mayor K. Boshcoff

With respect to the Annual Strategic Communications Plan (2025) for the Thunder Bay Police Service Board, as presented on March 18, 2025, we recommend that the Plan be approved;

AND THAT the Board's Communications Committee and Board Administration work with KAPOW Communications on its execution.

CARRIED

5. REPORTS OF COMMITTEES

Governance Committee

i. Policies for Adoption

Proposed Policy LEG-005 - Body Worn Cameras, with highlighted areas specifically for the Board's review and discussion, as well as proposed Policy LEG-006 – Sudden & Unexplained Deaths, were provided for the Board's information.

Member Baxter provided an overview of Body Worn Camera policy. A brief discussion was held about updates to technology and if matters dealing with technology should be included in this policy. It was determined that technology updates would be provided through the Chief when dealing with Police Service operations.

An overview of the Sudden and Unexplained Deaths policy was also provided. Chief of Police D. Fleury noted that this policy is consistent with what the Service is doing. The Police Service has gone above and beyond what is being recommended to the Service. Member Baxter noted that this policy does align with the procedures recommended in legislation. Chief Fleury noted that the Service decides on what information can be shared and what remains confidential in order to protect the integrity of the investigation.

MOVED BY: Member W. Bahlheda
SECONDED BY: Mayor K. Boshcoff

With respect to proposed Policy LEG-005 – Body Worn Cameras, and proposed Policy LEG-006 – Sudden & Unexplained Deaths, as presented at the March 18, 2024 Regular Session of the Board, we recommend that the Thunder Bay Police Service Board approves adoption of the above noted policies.

CARRIED

6. REPORTS OF THE THUNDER BAY POLICE SERVICE

a) Secondary Activities Report

Report No. 18/25 (Police) relative to the secondary activities/employment of members of the Thunder Bay Police Service, including Paid Duty Assignments, was provided for the Board's information.

Chief of Police D. Fleury provided an overview relative to the above noted and responded to questions.

b) Firearm Data Submission

Report No. 19/25 (Police) relative to a listing of firearms that came into the possession of the Thunder Bay Police Service in 2024, was provided for the Board's information.

Acting Inspector R. Gombola – Investigative Services, provided an overview relative to the above noted and responded to questions about the disposition of firearms. Deputy Chief of Police J.

Pearson responded to question about prohibited firearms.

c) Sudden Death Investigation Report

Report No. 20/25 (Police), relative the 2024 Annual Report on Sudden Death Investigations, was provided for the Board's information.

Acting Inspector Gombola and Deputy Chief of Police Pearson provided an overview relative to the above noted responded to questions.

Comparisons to statistics for Ontario and Canada were not available at this meeting.

Deputy Chief Pearson advised that open classifications will be better defined/ categorized in future reports. Statistics on overdoses become available from the Coroner's Office.

Member Baxter requested better breakdowns of reasons for death in future reports. Deputy Chief Pearson advised that the Service can revisit the breakdown of data, as the Board feels this is an important report with important markers that need to be measured year over year. Categorizing the manner of death versus cause of death will also have to be re-examined.

d) Missing Persons Investigation Report

Report No. 21/25 (Police), relative to the 2024 Annual Report and Training Supports under the *Missing Persons Act*, was provided for the Board's information.

Acting Inspector Gombola provided an overview relative to the above noted and responded to questions. He noted that many of these incidences/reports are on the same person going missing multiple times.

Mayor K. Boshcoff asked what the timelines are for being considered missing. Acting Inspector Gombola advised that there are no timelines; they are considered missing when they are reported to the Police Service.

e) SIU Administrative Reports

Memorandum to the Thunder Bay Police Service Board from Inspector G. Snyder, dated March 4, 2025, relative to SIU Administrative Report SIU Case #20-OCI-384/24-OCI-411, and memorandum to the Thunder Bay Police Service Board from Inspector G. Snyder, dated March 5, 2025, relative to SIU Administrative Report SIU Case #24-OCI-236, were provided for the Board's information.

Inspector G. Snyder, Thunder Bay Police Service, provided an overview relative to the above noted and responded to questions.

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Discussion was held around the number of officers required at any one time at the hospital. Inspector Snyder advised that it varies; however, it is not uncommon to have several officers at the hospital at any given time. It was noted that the Police Service is considering some options; if there is a change in practice/operations, it will be reported to the Board. There are a lot of variables and complexities which need to be considered when costing out this matter.

7. GENERAL MATTERS

a) Notice of Motion – Staffing Model

At the January 28, 2025 Regular Meeting of the Board, a memorandum to the Thunder Bay Police Service Board from Denise Baxter, Board Vice Chair, dated January 21, 2025, relative to a Notice of Motion on the staffing model adopted on April 23, 2024, was provided for the Board's information.

Secretary Hannam advised that this motion required a mover, but was not for debate at that meeting. The motion is now being presented for debate.

Secretary Hannam noted that a 2/3 majority (or 4 votes) is required.

MOVED BY: Mayor K. Boshcoff

SECONDED BY: Member D. Baxter

With respect to the staffing model adopted by the Thunder Bay Police Service Board at its meeting April 23, 2024, we recommend that the Board amend that decision by identifying the Board Administrator position as a full time position, to be entitled 'Executive Director to the Board';

AND THAT a position description for the position be developed for the approval of the Board;

AND THAT a recruitment be undertaken to fill the position.

CARRIED

Member W. Bahlheda provided an overview of the work he and Councillor K. Etreni are doing on developing a position description for the new Executive Director position.

Discussion followed relative to the London Police Service Board and their recent hiring of an Executive Director. Inspector R. LeClair noted that London has a population of approximately 300,000, which has a bigger tax base for resources. Inspector LeClair also noted that perception of the London board has greatly improved since the hiring of their new Executive Director, and that there has been a noticeable improvement in progress made.

b) Year-End Variance for Board Budget

Memorandum to the Thunder Bay Police Service Board from Secretary Hannam, dated March 10, 2025, relative to a budget summary for 2024 and a year-to-date budget summary for 2025, was provided for the Board's information.

Secretary Hannam provided a brief overview and noted that expenses were on budget at year-end.

c) Waterways Policing and Search & Rescue – Risk Analysis

Report on Waterways Policing and Search & Rescue – Risk Analysis, dated March 7, 2025, was provided for the Board's information.

Chair K. Machado advised that the data in this report will assist in developing a board policy on policing the waterways. The Board will need to make a decision: the current policing can remain status quo or the Board can decide if we want the Thunder Bay Police Service to police the waterways, according to the Act.

Deputy Chief Pearson reported that the majority of responses to calls for service for individuals who are in danger near waterways (not in the water) are the responsibility of the City's Fire Rescue. He provided an overview of their capabilities and abilities. All equipment is provided by the TB Fire Rescue. They are the primary agency dispatched for waterway rescue calls.

If the Thunder Bay Police Service was charged with policing the waterways, they would have to start from ground zero for equipment and training.

Discussion followed about jurisdictions and boundaries, particularly the international border.

Inspector LeClair noted that the Act clear; the expectation is compliance; however, the OPP could be delegated to police the waterways.

Secretary Hannam noted that the Police Service may wish to contact the OPP on how to proceed with policing the waterways, to gain an understanding of the procedures and timing the OPP follows with its marine patrols.

An analysis of this service needs to be developed, with consideration of potential consequences arising from the change in legislation, and then recommendations can be presented to the Board.

It was noted that conservation officers, the coast guard and other potential partners be considered.

MOVED BY: Member W. Bahlleda
SECONDED BY: Member D. Baxter

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With respect to the policing of waterways, the Thunder Bay Police Service Board directs the Chief of Police to undertake further research into this matter, with the focus on effective and adequate policing of the waterways;

AND THAT a response be received by the Board no later than the June, 2025 Board meeting.

CARRIED

8. NEW BUSINESS

Emergency Purchase

Memorandum to the Thunder Bay Police Service Board from Chief D. Fleury, dated March 17, 2025, relative to an emergency purchase of NG911 advanced analytics and data management, distributed separately by email on March 17, 2025, was presented for information purposes only.

Ms. D. Paris, Director – Financial Services & Facilities, Thunder Bay Police Service, noted that this purchase is 100% funded through grants, and due to the amount of the purchase, needs to be reported to the Board as per their procurement by-law.

9. CLOSED MEETING AGENDA ITEMS

In accordance with and subject to Section 44 of the *Community Safety and Policing Act, 2019*, the following matters will be discussed in a closed meeting of the Board prior to the public meeting scheduled for March 18, 2025:

1. Update from Legal Counsel
2. Update on Labour Relations
3. Update on Human Resources for Thunder Bay Police Service
4. Recruitment of an Executive Director – RFQ Proposals

10. CONFIRMING BY-LAW

MOVED BY: Mayor K. Boshcoff

SECONDED BY: Member D. Baxter

THAT the following By-law be introduced, read, dealt with individually, engrossed, signed by the Chair and Secretary to the Thunder Bay Police Service Board, sealed and numbered:

1. A By-law to confirm the proceedings of a Regular Meeting of The Thunder Bay Police Service Board, this 18th day of March, 2025.

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Explanation: Confirmation of the proceedings and each motion, resolution and other action passed or taken by the Thunder Bay Police Service Board at this meeting is required, adopted, ratified and confirmed as if all such proceedings had been expressly embodied in this By-law.

BY-LAW NUMBER: PC9-2025

CARRIED

11. ADJOURNMENT

The meeting adjourned at 1:35 p.m.

Corporate Report

REPORT NUMBER 125-2025-City Manager's Office-Human Resources		
DATE PREPARED March 31, 2025		FILE
MEETING DATE April 28, 2025		
SUBJECT 2024 Annual Safety Review Report		

RECOMMENDATION

For information only.

EXECUTIVE SUMMARY

Council has directed Administration to report annually on the corporation's safety performance and initiatives. This report provides an overview of corporate injury statistics, safety programming and claim cost information for 2024.

While the total of all reported incidents increased by 2.1% in 2024, lost time incidents decreased by 7%. Over-exertion and mental stress continue to be the leading causes of injury. Mental stress injuries, primarily impacting paramedics, accounted for over 21% of all reported injuries. Across the corporation, Workplace Safety and Insurance Board (WSIB) claims decreased by 16.5% compared to 2023.

Incidents of workplace violence resulting in an injury or near miss continue to be assessed for specific corrective actions to protect employees. In 2024 de-escalation training was provided to many frontline staff. The Employee Safety Task Force (ESTF), established in 2023, aims to improve safety through prevention and support from increasing levels of violence, moral injury, and vicarious trauma. Along with de-escalation training, increases in provincial funding for social support resources, an upcoming media campaign, and dedicated social support at City Hall are all action items intended to meet the goals of the ESTF.

The Ministry of Labour, Immigration, Training, and Skills Development (MLITSD) conducted 29 site visits in 2024, issuing orders related to PPE, safety equipment, and employee education. Each order was resolved within the specified time frame. Six critical injuries were reported in 2024, resulting mainly from slip and fall incidents.

The Safety Management System (SMS) will be fully implemented by the end of 2025. The City of Thunder Bay's SMS is guided by the ISO 45001 standard, with the objective of driving continuous improvement through the identification and control of safety hazards. In 2024, significant progress was made through audits and gap analyses of the various SMS elements, with 43 internal audits conducted across the organization.

Multiple legislative changes were introduced in 2024, including the recognition of telework under the Occupational Health and Safety Act (OHSA), updates on electronic access to health and safety documents, and the recognition of workplace harassment that occurs virtually. Further amendments also expanded coverage for firefighters and fire investigators diagnosed with certain types of cancer under the Workplace Safety & Insurance Act.

DISCUSSION

The Safety & Wellness Section is mandated to establish a safety program, act as a resource, and provide oversight of the safety program for all City of Thunder Bay (CTB) departments, excluding the Thunder Bay Police Service, affiliated boards and commissions.

Safety Management System (SMS) Implementation

The SMS is a structured approach to identify and address safety hazards and associated risks to protect staff and the corporation. The SMS is a plan-do-check-act system of identifying hazards, implementing controls, assessing effectiveness (auditing), and correcting deficiencies.

Full implementation of the SMS Manual, guided by the ISO 45001 standard, will be completed by the end of 2025. The implementation process has involved conducting both audits and gap analysis simultaneously each year for the purpose of assessing the level of corporate compliance to the SMS Manual.

In 2024, forty-three internal audits were conducted across the corporation on elements 2 – Legal and Other Requirements, 4 – Hazard Analysis, and 10 – Performance Measuring and Monitoring. Simultaneously, gap analyses were conducted for elements 8 – Health and Safety Document Control and 12 – Management of Change.

Legislative and Standards Update

In 2024, Working for Workers Act Four, Five, and Six were introduced and included changes to the Occupational Health and Safety Act (OHSA) and the Workplace Safety and Insurance Act. Changes to the OHSA that impact the CTB include an amendment that now recognizes telework. Work conducted in private homes is now covered under the OHSA, ensuring workers are protected regardless of their location. However, the "industrial establishment" definition has been amended to exclude home offices,

providing clarity on workplaces to which, Regulation 851 (Industrial Establishments) applies.

Further amendments allow electronic copies of health and safety documentation in a readily accessible electronic format for the following documents: joint health and safety committee (JHSC) names and work locations, a copy of the OHSA, and the workplace's health and safety policy. It also permits JHSC members to participate in meetings virtually bringing the Act in line with modern workplaces and technology.

The definition of "workplace harassment" in the OHSA has been expanded to include virtual harassment conducted through information and communication technologies. Similarly, "workplace sexual harassment" now includes harassment or advances made through virtual communication.

The Workplace Safety and Insurance Act has also been updated to include presumptive coverage for primary site skin cancers, primary site kidney cancers and primary site colorectal cancers for fire fighters and fire investigators provided they have had at least 10 years of service before being diagnosed.

Ministry of Labour Immigration, Training and Skills Development

The Ministry of Labour Immigration, Training and Skills Development (MLITSD) attended CTB worksites on 28 occasions in 2024, as outlined in Table 1.

Table 1: Number of MLITSD Site Visits Completed and Orders Received per Year

Year	2020	2021	2022	2023	2024
Total Visits	33	15	47	41	28
Visits with Orders Issued	5	4	10	8	8
Number of Orders Issued	8	13	17	14	17

Of the 28 MLITSD visits conducted in 2024:

- 13 were proactive compliance audits by inspectors to various worksites.
- 7 visits were follow-ups to reported critical incidents.
- 4 visits were in response to the reporting of occupational illnesses: NIHL and COVID outbreaks in long term care.
- 2 visits were in response to a complaint and a work refusal.
- 2 visits were follow-ups.

All orders have been complied with and can be summarized as follows:

- 2 orders related to PPE including failure to wear head and eye protection,
- 4 orders related to maintenance and accessibility of eye wash stations/bottles,
- 2 orders to educate employees on work refusal process, and the process for submitting maintenance requests,
- 2 orders to review measures and procedures related to spills and ladder usage,

- 2 orders related to lack of warning signs for fall hazards and lack of safeguards from traffic for workers,
- 1 order to provide documentation for ammonia and CO detectors
- 1 order to provide a safety data sheet,
- 1 order to provide the respiratory protection program,
- 1 order to maintain equipment in good condition, and
- 1 order to have a lifting device inspected.

Critical Injuries/Serious or Major Incidents

Critical injuries are defined as follows under Ontario Regulation 420/21 of the Occupational Health and Safety Act:

“critically injured” means an injury of a serious nature that,

- a) places life in jeopardy,
- b) produces unconsciousness,
- c) results in substantial loss of blood,
- d) involves the fracture of a leg or arm but not a finger or a toe,
- e) involves the amputation of a leg, arm, hand or foot but not a finger or a toe,
- f) consists of burns to a major portion of the body, or
- g) causes the loss of sight in an eye.

Critical injuries and serious or major incidents, defined in the OHSA, require extensive investigation, must be reported to the MLITSD and may include incidents involving a non-worker where it can be reasonably determined that there is a connection between the hazard and the risk to workers.

A summary of reported critical injuries annually over the last five years is provided in Table 2.

Table 2: Number of Critical Injuries per Year

Year	# of Critical Injuries
2020	4
2021	2
2022	2
2023	6
2024	6

In 2024, six critical injuries resulting in fractures were reported to the MLITSD. Four of these were slip and fall incidents that occurred on a: wet pool deck; recently mopped floor; outdoor ramp; and an uncovered sump pit during an emergency response event. The remaining two injuries were caused by contact with other surfaces. The first one was a spinal fracture from striking the roof of the vehicle when the vehicle entered an unmarked ditch during a snowstorm, and the other occurred during rink flooding operations when an employee lost their grip on a hose and struck their hand.

Workplace Incidents

Incidents that require health care or result in lost time are required to be reported to the Workplace Safety and Insurance Board (WSIB). Reporting of all incidents, including first aid and hazards/near misses is encouraged to identify trends and capture accurate data for prevention efforts. The incident reports are shared with management and JHSCs to assist in hazard identification and focus Safety & Wellness efforts.

Workplace Incidents by Classification

Incidents are classified in four categories:

- Hazards - incidents where the situation or environment has the potential to cause injury (i.e. an employee slipped but caught themselves before falling). Hazards are also known as “near misses”.
- First Aid - incidents where an employee is injured but does not require formal medical aid from a health care practitioner. This could include a cut that is bandaged in the workplace, or a first responder who seeks peer support following a challenging call.
- Health Care - incidents where an employee requires medical aid from a health care practitioner (i.e. employee goes to hospital to evaluate strained knee). Health care incidents are reportable to WSIB.
- Lost Time - incidents where an employee is injured and is required to be off work beyond the date of injury to recover. These injuries can range from muscle strains to mental stress. Lost time incidents are reportable to the WSIB.

A comparison of the total number of incidents based on classification over the last five years is summarized in Figure 1.

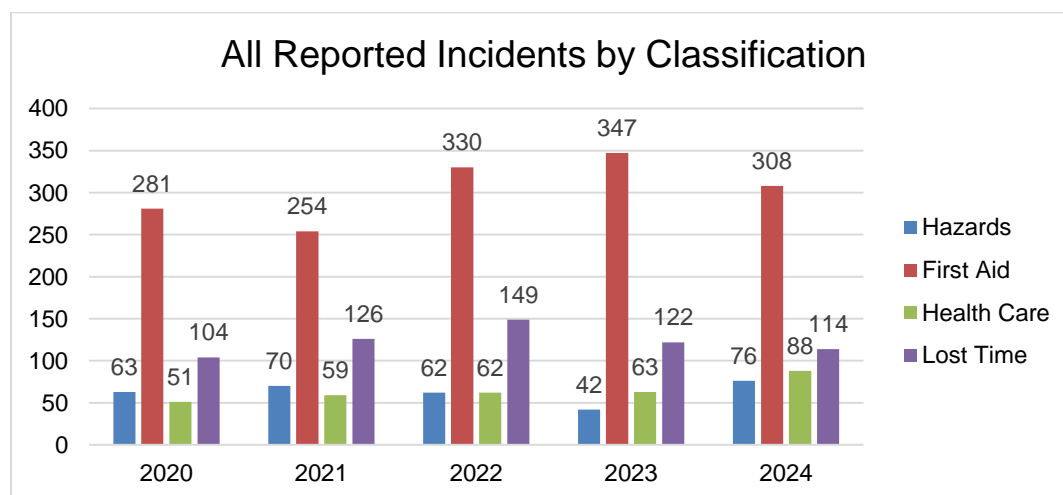


Figure 1: Total Incidents by Classification per Year

Note (1): The above incidents do not include Recurrent Claims, Police or Outside Boards claims.

Note (2): Numbers may fluctuate year over year based on WSIB activity such as claim approvals, denials, or appeals.

The overall number of reported incidents in 2024 increased by 2.1% from 574 incidents to 586. However, the number of Lost Time claims decreased by 7% from 2023.

Workplace Incidents by Type of Injury

Over Exertion and Strain (OES) Injuries – 112 OES injuries were reported in 2024, comprising 19.2% of all injuries. These injuries are often caused by unpredictable lifts and transfers of long-term care residents and emergency services patients. In other physically repetitive jobs, like waste collection and transit, employees commonly suffer from back and shoulder injuries. To improve operational practices and provide a practical learning experience, the CTB and Lakehead University Kinesiology program partnered in the fall of 2024 to develop a best practice guide for the operational areas with the highest reported OES injuries. The areas that participated include, Superior North Emergency Medical Services (SNEMS), Parks, Transit, and Forestry/Horticulture. Deliverables for this project are expected by May 2025.

Struck or Contact by Injuries – 95 struck or contact by injuries were reported in 2024, comprising 16.2% of all injuries. These injuries most often happen when an employee is struck by a patient or long-term care resident, with the highest reports coming from EMS, and Pioneer Ridge. Prevention efforts concentrate on training staff to recognize early signs of negative behaviors and to better manage them. However, situations can change rapidly, and residents or clients may act unpredictably. In EMS, the level of impairment is a key factor in many injuries, and training in defensive tactics is offered to help prevent these incidents. At Pioneer Ridge, gentle persuasive approach and emotion-based care (butterfly approach) training is offered.

Mental Stress Injuries – 125 mental stress injuries were reported in 2024, comprising 21.4% of all injuries. Most of the mental stress injuries reported were experienced by paramedics (76%). Prevention efforts are focused on improving access to mental health supports including peer support, debriefing after difficult calls, mental health counselling, and improving working conditions to bolster employee resiliency. Notably, mental stress injuries for Thunder Bay Fire Rescue (TBFR) decreased to zero for 2024.

Figure 2 below summarizes the number of incidents by type over the past three years.

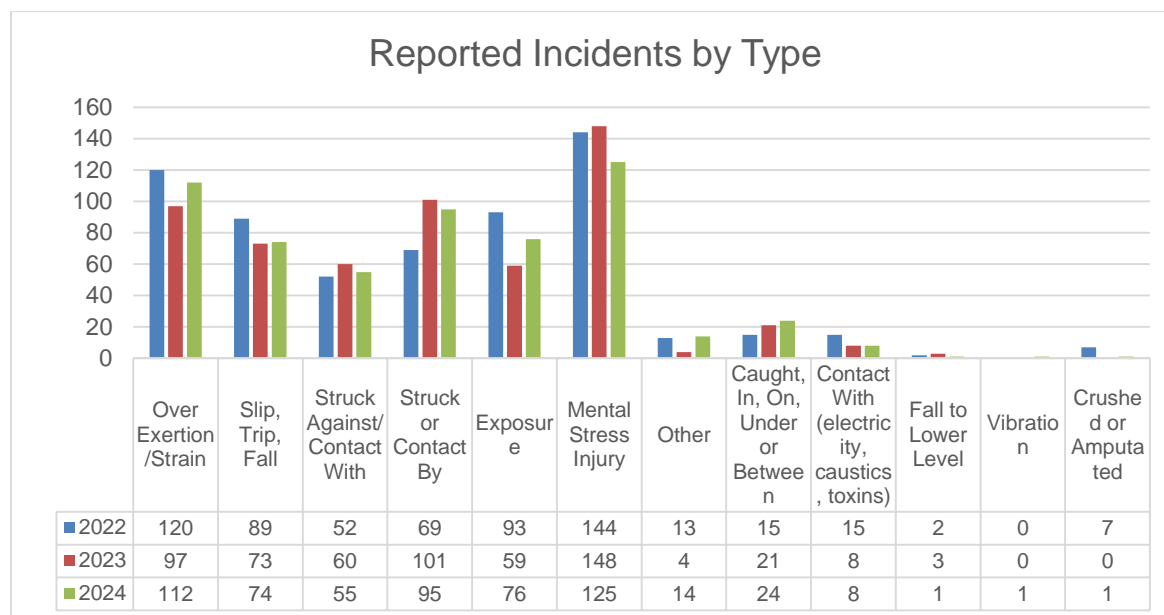


Figure 2: Incident Totals by Type and Year

Note: Incidents classified as "Other" are either incidents where there is not a direct workplace cause that could be identified by the Supervisor, or where the events are unusual and cannot be slotted within the standardized categories.

Workplace Safety and Insurance Board (WSIB)

WSIB benefits are payable to any employee who is deemed to have incurred a workplace injury or illness as determined by WSIB. The CTB is a Schedule 2 employer, meaning that we are billed and pay actual benefit costs plus an administration fee. WSIB maintains full authority over the claims entitlement process.

From 2023 to 2024 there was a 16.5% reduction in overall claims resulting in lower WSIB compensation costs compared to 2023.

Figure 3 below summarizes the total WSIB Claim Costs over the last five years, and the departments where the costs originate.

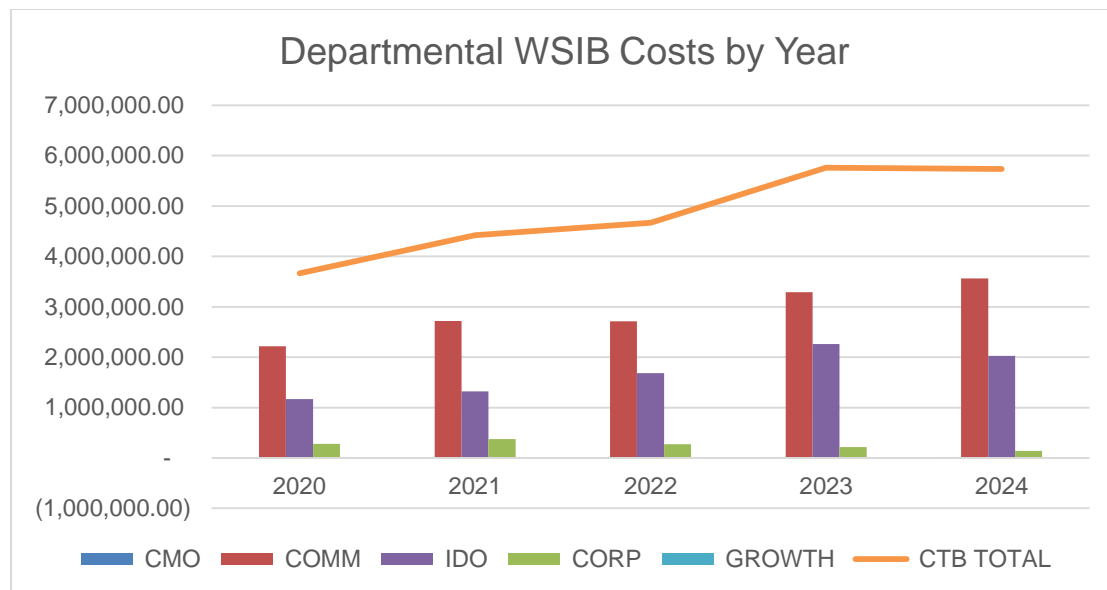


Figure 3: The total cost of approved WSIB claims per year by Department.

Thunder Bay Fire Rescue (TBFR), in the Infrastructure & Operations department, is the only work area that has claims for presumptive occupational cancers. A portion of WSIB costs from this department are related to legacy illness claims dating back to 1960. Two claims were reported in 2024 for presumptive occupational cancers.

Mental Stress Injuries

First responders are at a higher risk of experiencing Mental Stress Injuries (MSI) due to routine exposure to traumatic events in the course of their work. Presumptive legislation recognizing PTSD in first responders was introduced in 2016, while additional mental health illnesses (chronic and traumatic stress) were added in 2018. Claim costs for Mental Stress Injuries represent more than half of the annual provincial WSIB costs despite representing approximately 20% of the compensable injuries. This is a trend experienced by emergency services across the province and supported by the WSIB data. Workers who have lost time for MSI remain off work for longer durations and have a much lower rate of success in returning to work in their pre-injury occupation.

MSI's decreased in 2024 which aligns with the introduction of dedicated psychological support services for SNEMS and TBFR. The first year of the contract, awarded in 2023, was a developmental year that involved assessing the needs of each service and their respective employees to develop strategies to reduce stigma, creating relationships and encouraging employees to seek out and connect to care when needed. Through 2024, NWO Psychology, the dedicated service provider, began implementing their programming, which includes:

- Critical incident debriefing,
- Timely access to one-on-one support,
- Peer support program development,
- Resiliency training, and

- Data driven/best practice recommendations for programming.

The preliminary results and anecdotal feedback from staff is very encouraging in predicting ongoing success, however additional time and data is required to make firm conclusions.

Figure 4 below summarizes the MSI by Year.

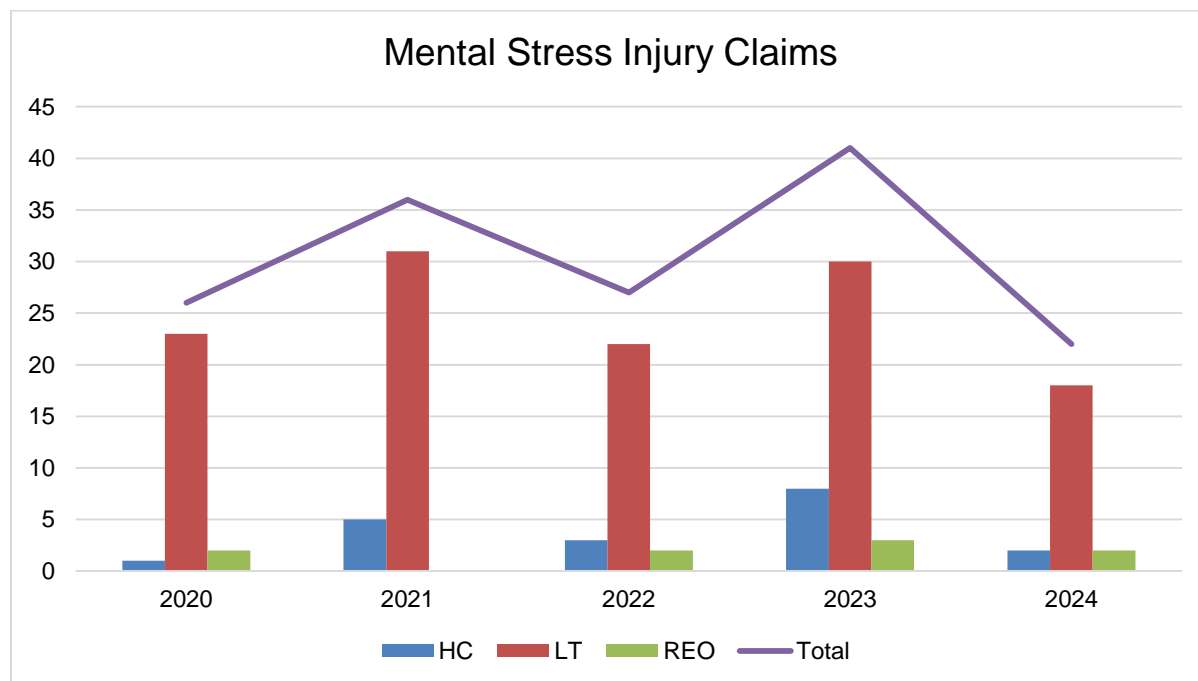


Figure 4: The number of mental stress claims per year by incident type (HC – Health Care, LT – Lost Time, REO – Reoccurring Injury).

Workplace Violence

Incidents of violence directed at front-line CTB staff that result in injury or a near miss through the normal course of their work, are reported and tracked through the Parklane Online Incident Report (OLIR) system.

Table 3 below summarizes the number of violent incidents reported through the OLIR system from 2020 to 2024 and includes both reportable injuries resulting in a WSIB claim and near miss/first aid incidents.

Table 3: Incidents of Violence Reported Through Parklane OLIR

Department/Section	2020	2021	2022	2023	2024
EMS (District)	2	3	3	6	7
Transit	10	11	9	10	14
EMS (City)	34	49	61	56	51
Pioneer Ridge	26	45	21	30	24

Administrative Areas (Finance, Couriers, Water Billing, Parking Authority)	4	2	2	2	1
Recreation (Junior Inclusion Services, Children's Programming, Aquatics)		2	3	10	9
Operational Areas (Roads, S&W, Waste Collection, Arenas)	1	1	3	1	5
TBFR		1	1	1	
Total	77	114	103	116	111

Note: some occurrences did not result in an incident but were classified as a near miss – a punch thrown that did not connect with an employee would fall into this classification.

The CTB promotes the importance of reporting workplace violence, and recognizes that many occurrences of a threatening, harassing or violent nature towards staff go unreported. In addition to reporting on SNEMS, Transit, and Pioneer Ridge, the table above has been expanded this year to provide numbers from frontline and operational areas in a generalized manner. Some atypical incidents involving members of the public have been serious enough that police intervention is required. Other incidents, such as those experienced by Junior Inclusion Services (JIS), are often a result of the services offered.

Unique strategies and violence prevention efforts specific to each area are considered as part of the Job Based Hazard Assessment. Specialized, appropriate training, along with administrative or physical controls, specific to the area are considered. Reported incidents are assessed to determine if current prevention strategies are effective or if more controls are needed.

The Employee Safety Task Force (ESTF) was established in early 2023 with a mission to address, through prevention and supports, increasing levels of violence, vicarious trauma, and moral injury experienced by staff in the course of their work. The ESTF membership includes management and front-line staff from Transit, SNEMS, TBFR, Parks and Licensing and Enforcement. While the focus of the ESTF are those frontline groups, strategies and actions that are recommended are considered for other areas of the corporation that may have similar experiences but not the same frequency.

An action planning session was held in March 2023 with front line staff and management from the target areas to establish actions that would accomplish the ESTF's mission. The actions included recommendations for operational improvements but also identified community supports needed. Many of the items that could be actioned or lobbied for have been completed or are underway.

2024 Accomplishments include:

- Internal trainers certified to conduct STEP De-escalation Training.
- Transit and frontline staff from across the Corporation participation in de-escalation training.
- Funding for SNEMS STAR program introduced.

- Province increased funding for withdrawal management services, increasing the total number of beds.
- Improved recruitment strategies to increase SNEMS staffing.
- Resources for community supports developed and distributed to front line staff.

Outstanding items identified in the 2023 Action Plan include:

- A media campaign, aligned with a provincial initiative, for making the appropriate call for emergency service. The expected completion is by the end of Q2 2025.
- Exploring a social support option at City Hall with the desired outcome of reducing emergency calls and appropriate supports being provided.

FINANCIAL IMPLICATION

There are no direct financial implications associated with this report. The details of WSIB costs are provided in the Attachment to this report.

CONCLUSION

It is concluded that the information in this report appropriately describes the events and activities associated with the Safety & Wellness Section.

BACKGROUND

Each year the Safety & Wellness Section reports to Council outlining the status of the safety program in the previous year.

REFERENCE MATERIAL ATTACHED

Appendix A: City of Thunder Bay Corporate WSIB Costs (Less Police)

REPORT PREPARED BY

Kerri Bernardi, Manager – Safety & Wellness

REPORT SIGNED AND VERIFIED BY

John Collin, City Manager

04/17/2025

Appendix A

City of Thunder Bay					
CORPORATE WSIB COSTS (less POLICE)					
	2022	2023	2024		
ADDITIONAL CLAIM COSTS (not subject to WSIB Admin. Charges)	TOTAL COSTS	TOTAL COSTS	TOTAL COSTS	COSTS: 2024 as a % of 2023 Costs	VARIANCE in \$ from previous year
Private Physio therapy (Fast-track)	\$ -	\$ -	\$ -	=	
Miscellaneous	\$ -	\$ -	\$ -	=	\$ -
TOTAL ADDITIONAL COSTS =	\$ -	\$ -	\$ -		\$ -
ITEMIZED WSIB CLAIM COSTS - less POLICE:					
Temporary Compensation	\$ 2,174,087.38	\$ 2,649,220.42	\$ 2,772,198.45	104.64%	= \$ 122,978.03
Health Care	\$ 1,042,636.04	\$ 1,214,324.59	\$ 1,334,199.54	109.87%	= \$ 119,874.95
Pensions	\$ 412,529.51	\$ 371,301.65	\$ 368,785.52	99.32%	= -\$ 2,516.13
Survivors	\$ 165,295.56	\$ 302,846.52	\$ 304,657.66	100.60%	= \$ 1,811.14
Rehabilitation	\$ 4,043.21	\$ 36,989.11	\$ 59,067.98	159.69%	= \$ 22,078.87
Non-Economic Loss (NEL)	\$ 92,419.27	\$ 287,549.08	\$ 193,507.34	67.30%	= -\$ 94,041.74
Future Economic Loss (FEL)	\$ 150,469.73	\$ 141,647.64	\$ 86,560.54	61.11%	= -\$ 55,087.10
Retirement	\$ 98,725.89	\$ 113,681.57	\$ 128,324.62	112.88%	= \$ 14,643.05
Perm. Partial Disability Perm. Supplement	\$ 7,710.84	\$ 8,212.08	\$ 8,573.40	104.40%	= \$ 361.32
102 Advances	\$ 519,396.21	\$ 630,896.84	\$ 476,448.85	75.52%	= -\$ 154,447.99
TOTAL ITEMIZED COSTS=	\$ 4,667,313.64	\$ 5,756,669.50	\$ 5,732,323.90	99.58%	= -\$ 24,345.60
TOTAL WSIB CLAIM COSTS: less POLICE (Additional & Itemized costs total)	\$ 4,667,313.64	\$ 5,756,669.50	\$ 5,732,323.90	99.58%	= -\$ 24,345.60
*Physician Fees (ADJUSTMENT NOT APPLIED TO 2023)	\$ 29,153.76	\$ 46,153.32	\$ 38,627.28	83.69%	= -\$ 7,526.04
* Administration Charges (ADJUSTMENT NOT APPLIED TO 2023)	\$ 1,577,478.54	\$ 1,677,965.30	\$ 1,526,870.47	91.00%	= -\$ 151,094.83
* TOTAL =	\$ 6,273,945.94	\$ 7,480,788.12	\$ 7,297,821.65	97.55%	= -\$ 182,966.47
TOTAL Less Police Phys & Admin fees	\$ 5,837,005.46	\$ 6,962,212.93	\$ 6,766,915.70	97.19%	= -\$ 195,297.23
WSIB Administration Charges as a Percentage	20.7	18.3	16.9		
TOTAL INCIDENTS REPORTED FROM ALL SOURCES (excludes POLICE)=	603	574	566	98.61%	-8
WSIB CLAIMS excluding Police, Outside Boards, Recurrent claims & denied claims					Variance
Healthcare -	60	62	75	17.33%	13
Lost-time -	126	150	107	-40.19%	-43
TOTAL CLAIMS =	186	212	182	-16.48%	-30
*Police charges included					

Corporate Report

REPORT NUMBER 107-2025-Corporate Services-

DATE

PREPARED

March 17, 2025

FILE

MEETING DATE

April 28, 2025

SUBJECT

Guiding Financial Principles

RECOMMENDATION

WITH RESPECT to Report 107-2025 – Corporate Services, we recommend that the Guiding Financial Principles as outlined in this Report be approved;

AND THAT, the Guiding Financial Principles, as outlined in this Report be embedded in the City of Thunder Bay's Long-Term Financial Plan;

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

LINK TO STRATEGIC PLAN

The Guiding Financial Principles will serve as a foundation for the City's Long-Term Financial Plan, which aligns with the City of Thunder Bay's 2023-2027 Strategic Plan to plan and deliver cost-effective, financially sustainable services.

EXECUTIVE SUMMARY

Administration is currently developing a Long-Term Financial Plan for the City of Thunder Bay to support fiscally responsible, evidence-based decision-making that ensures sustainable service delivery. As an initial step, Administration has established a set of Guiding Financial Principles, structured under three financial pillars:

Financial Sustainability:

1. Respect for Tax and Ratepayers
2. Sustainable & Integrated Capital Planning
3. Maximizing Value for Money

Financial Resiliency:

4. Supporting Growth and Economic Development
5. Users Pay Where Appropriate
6. Fair and Sustainable Tax Policy

Financial Flexibility:

7. Strategic Debt Management
8. Prudent Reserve and Reserve Fund Management
9. Responsible Investing

These principles are designed not only to safeguard the City's financial position but also to guide strategic decision-making that supports long-term growth. They are intended to serve as a stable and enduring framework for financial decision-making, ensuring consistency in the City's approach to long-term financial planning

Administration is seeking Council's approval of these principles to establish a strong foundation for responsible and sustainable financial management.

DISCUSSION

Work is currently underway on the development of a Long-Term Financial Plan for the City of Thunder Bay to support fiscally responsible, evidence-based decision-making that ensures sustainable service delivery for residents and businesses in the City of Thunder Bay. To support this work, Administration has developed a set of Guiding Financial Principles, organized under three financial pillars – Sustainability, Resiliency, and Flexibility – to serve as the foundation for sound financial management.

Each principle governs a specific financial aspect, and together, they provide a comprehensive framework for managing the City's fiscal health. These principles are not meant to be prioritized individually; they should be applied in an integrated manner to achieve balance among the financial pillars. They will serve as a framework for decision-making by Council and Administration, ensuring that financial decisions align with the City's commitment to responsible fiscal management and sustainability.

A. **Financial Sustainability:** The ability to provide and maintain service and infrastructure levels without unplanned rate increases or service reductions while also ensuring the capacity to invest in future growth and development.

1. **Respect for Tax and Ratepayers:** The commitment to responsible financial management that balances service delivery with affordability for residents and businesses.

2. **Sustainable & Integrated Capital Planning:** The development and implementation of a dynamic, long-term capital funding plan that aligns infrastructure needs with financial capacity, supports asset stewardship, and enables the City to respond effectively to growth opportunities.
3. **Maximizing Value for Money:** The pursuit of optimal return on investment and efficient resource allocation to deliver high-quality, cost-effective services.
- B. **Financial Resiliency:** The degree to which the City relies on external funding beyond its control and its ability to adapt to unforeseen challenges while meeting financial and service commitments.
4. **Supporting Growth and Economic Development:** The alignment of financial strategies with economic opportunities to foster a thriving community.
5. **Users Pay Where Appropriate:** The application of fair and equitable user fees to ensure those who benefit directly contribute to the cost of services.
6. **Fair and Sustainable Tax Policy:** The adoption of a well-structured and equitable approach to setting tax ratios for residential and non-residential properties, balancing competitiveness, revenue stability, and the City's long-term financial sustainability.
- C. **Financial Flexibility:** The degree to which the City can expand its financial resources to seize opportunities and mitigate risks.
7. **Strategic Debt Management:** The responsible use of debt financing to support key infrastructure and service needs where appropriate.
8. **Prudent Reserve and Reserve Fund Management:** The management of reserves and reserve funds to capitalize on strategic opportunities and mitigate significant fluctuations in property taxes and rates.
9. **Responsible Investing:** The prudent management of investments to safeguard financial resources and support long-term goals.

Administration is seeking Council's approval of these Guiding Financial Principles as an initial step in the development of the City's Long-Term Financial Plan.

FINANCIAL IMPLICATION

While there are no direct financial implications resulting from this report, these principles will serve as a foundation for budget development, resource allocation, and financial planning, ensuring that municipal finances remain sustainable, adaptable, and aligned with the needs of residents and businesses. Importantly, they will also support fiscally

responsible growth by embedding long-term value and economic considerations into financial decision-making.

CONCLUSION

It is concluded that these Guiding Financial Principles should be approved by City Council to help ensure that the City's financial planning remains disciplined, transparent, and aligned with long-term service and infrastructure needs.

BACKGROUND

The City Manager's Workplan was presented at the February 10, 2025, Committee of the Whole meeting through Report 012-2025 – City Manager's Office. One of the initiatives to be completed in 2025 was the development of a 10-year Financial Plan.

REFERENCE MATERIAL ATTACHED

None.

REPORT PREPARED BY

Andrea Morrison, CPA, CA, Director – Finance
Kathleen Cannon, CPA, CA, Director – Revenue

REPORT SIGNED AND VERIFIED BY

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

04/20/2025 (mm/dd/yyyy)



Corporate Services Department

Memorandum

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

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

DATE: 04/11/2025 (mm/dd/yyyy)

SUBJECT: Request for Presentation – Guiding Financial Principles

MEETING & DATE: Committee of the Whole - 04/28/2025 (mm/dd/yyyy)

I respectfully request the opportunity to make a presentation at the April 28, 2025 meeting of the Committee of the Whole to provide an overview of Report 107-2025-Corporate Services-Guiding Financial Principles.

Sincerely,

Keri Greaves, CPA

Commissioner – Corporate Services & City Treasurer

Corporate Report

REPORT NUMBER 110-2025-Corporate Services-		
DATE PREPARED April 14, 2025		FILE
MEETING DATE April 28, 2025		
SUBJECT Assessment Growth Funds Policy		

RECOMMENDATION

WITH RESPECT to Report 110-2025-Corporate Services-Finance, we recommend that City Council approve the Assessment Growth Funds Policy as attached to this Report;

AND THAT the Assessment Growth Funds Policy be included in the Corporate Policy Manual;

AND THAT the necessary by-law be presented to City Council for ratification.

LINK TO STRATEGIC PLAN

The draft Assessment Growth Policy directly supports the growth and sustainability pillars of the 2023-2027 Strategic Plan by directing Assessment Growth funds toward municipal priorities that and drive growth and reinforce long-term sustainability.

EXECUTIVE SUMMARY

This report presents a draft Assessment Growth Funds Policy designed to establish a structured and transparent framework for allocating revenues generated from assessment growth. The policy aims to enhance the City's financial capacity to invest in initiatives that drive growth, address service demands, and support the renewal and long-term sustainability of municipal assets.

Under the proposed policy, an amount equivalent to Assessment Growth Funds will be included as a strategic addition to the Municipal Tax Levy, resulting in a Growth-Adjusted Municipal Tax Levy. This approach differs from the traditional model, where growth is depicted as an offset, reducing the apparent tax burden on existing taxpayers without changing the total property tax revenue. By adding growth revenues to the levy

and allocating them strategically, the City can more effectively respond to growth-related needs.

The policy framework outlines priorities for allocating Assessment Growth Funds, including extending services to new developments, addressing increased service demands, supporting Community Improvement Plans, and contributing to capital budgets for infrastructure renewal. Businesses cases are required in order to access Assessment Growth Funds. If business case submissions exceed available funds, requests will be evaluated to determine if they can be deferred and prioritized accordingly.

If Assessment Growth Funds exceed the value of approved business cases, the remaining funds would be directed to capital renewal, debt reduction, and the development of new sports and recreational facilities and parks.

Implementing this policy will result in a transparent and consistent approach to allocating Assessment Growth Funds, aligning them with municipal priorities and supporting long-term financial sustainability.

DISCUSSION

The Municipal Tax Levy is the total amount that needs to be raised from property taxes to fund City services, including local and outside boards and agencies, and to support capital infrastructure programs. The levy requirement is determined annually through the Operating and Capital Budget process.

The Municipal Property Assessment Corporation (MPAC) is responsible for assessing and classifying all properties in Ontario. Each year, MPAC delivers an assessment roll to municipalities. The difference between the roll at the beginning of the year and the end of the year is assessment growth. Growth is attributed to increases in assessment from new development, additions, and improvements, and decreases from demolitions, successful appeals, or other reductions. The additional revenues from these assessment changes are the Assessment Growth Funds that are available for the upcoming year.

Mechanics of Assessment Growth Funds

Traditionally, the City has presented its budget showing the Municipal Tax Levy both before and after assessment growth. In this model, growth is depicted as an offset, highlighting the reduced tax burden on existing taxpayers, even though the total property taxes to be raised is unchanged.

The proposed Assessment Growth Funds Policy introduces a new approach: incorporating growth revenues as an intentional and strategic addition to the Municipal Tax Levy. This will create a Growth-Adjusted Municipal Tax Levy, increasing the City's financial capacity to strategically invest in initiatives that drive growth, respond to related

service demands, and support the renewal and long-term sustainability of municipal assets.

Using the 2025 Budget as an example:

Municipal Tax Levy (2024)	\$231,287,800	
Tax Levy Increase	<u>\$ 8,725,200</u>	
Municipal Tax Levy (2025)	\$240,013,000	(3.8% increase)
Tax Levy – Growth	<u>\$ 1,693,400</u>	
Growth-Adjusted Municipal Tax Levy (2025)	\$241,706,400	

The total taxes to be raised in 2025 is \$241,706,400 (4.5% increase) which, after accounting for assessment growth revenues, represents a 3.8% increase for existing taxpayers (after growth).

Assessment Growth Funds Policy Framework

The draft Assessment Growth Funds Policy (Attachment 1) provides a structured approach for allocating these funds through the annual budget process. Funds will be allocated based on submitted business cases, evaluated against the following priorities:

- a. Operating or one-time capital costs directly linked to the extension of existing services to new development.
- b. Addressing cost pressures resulting from increased demand on City services due to population and economic growth.
- c. The establishment, maintenance and/or enhancement of a dedicated funding mechanism for a Community Improvement Plan.
- d. The establishment, maintenance and/or enhancement of a dedicated funding mechanism for growth-related priorities.
- e. Contributions to the capital budget that support efforts to address the City's infrastructure deficit.
- f. Support services and activities required to support the delivery of services related to the above.

If business case submissions exceed available funds, requests will be assessed for deferral potential based on risks associated with delay, and prioritized accordingly.

If the total cost of approved business cases is less than available Assessment Growth Funds, the surplus will be allocated as follows:

- If under \$100,000: allocated entirely to the Capital General Reserve Fund.
- If \$100,000 or more:
 - 40% to the Capital General Reserve Fund;
 - 40% to reduce debt financing;
 - 20% to the establishment, maintenance and/or enhancement of a dedicated funding mechanism to support the development of new sport and recreational facilities and parks or major enhancements to existing facilities beyond normal life-cycle renewal.

Unallocated funds may be carried forward into the following year and remain subject to the same policy framework.

FINANCIAL IMPLICATION

There are no direct financial implications arising from the approval of this policy. However, implementation of the policy will result in Assessment Growth Funds being added to the levy, aligned with municipal priorities and conducted in a transparent and consistent manner through future budgets.

CONCLUSION

The implementation of a formal Assessment Growth Funds Policy supports Council's commitment to strong financial stewardship and provides a robust framework to manage new taxation revenues in a manner that is strategic, responsible, and forward-looking.

BACKGROUND

Report 287-2024 – Corporate Services-Office of the City Treasurer presented the 2025 Budget Direction which introduced a strategy to invest assessment growth in the 2025 budget and to bring forward an assessment growth policy for consideration.

REFERENCE MATERIAL ATTACHED

Attachment 1 Assessment Growth Funds Policy (Draft)

REPORT PREPARED BY

Andrea Morrison, CPA, CA, Director Finance – Corporate Services

REPORT SIGNED AND VERIFIED BY

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

Date 04/17/2025

SECTION: FINANCE

DEPARTMENT/DIVISION: CORPORATE SERVICES / FINANCE

SUBJECT: ASSESSMENT GROWTH FUNDS

POLICY STATEMENT

It is the policy of the Corporation of the City of Thunder Bay (the "City") to apply a priority framework in directing Assessment Growth Funds to support municipal priorities.

PURPOSE

The purpose of this Policy is to establish the parameters for how Assessment Growth Funds will be allocated through the annual budget process.

SCOPE

This Policy applies to the annual tax-supported operating and capital budget.

DEFINITIONS

When a term set out below appears in the text of this policy with its first letter capitalized, the term is intended to have the meaning set out for it in this section. Wherever a term below appears in the text of this Policy in regular case, it is intended to have the meaning ordinarily attributed to it in the English language.

- a. "Assessment": The dollar value assigned to a property by the Municipal Property Assessment Corporation (MPAC) for the purposes of municipal taxation.
- b. "Net Assessment Growth": The difference between the assessment roll at the beginning of the year and the end of the year as provided by MPAC.
- c. "Assessment Growth Funds": The additional taxation revenue generated from Net Assessment Growth.
- d. "Business Case": A proposal that outlines the need, costs, benefits, and impacts of a proposed service expansion or budget allocation.
- e. "City": The Corporation of the City of Thunder Bay.
- f. "City Treasurer": The individual appointed by the municipality as treasurer by by-law.

- g. "Community Improvement Plan": A municipal planning and financial tool, established under Section 28 of the *Planning Act*, that allows the City to provide financial incentives and support for revitalization, redevelopment, and economic growth in designated areas.
- h. "Executive Leadership Team" means a committee of administrators selected and chaired by the City Manager.
- i. "Growth-Adjusted Municipal Tax Levy": The Municipal Tax Levy plus Assessment Growth Funds, representing the total property tax funding available to support both existing services and the costs associated with new development and population growth.
- j. "Municipal Tax Levy": The total amount of property tax revenue required to fund the City's annual operating and capital budgets, after accounting for other revenue sources such as grants, user fees, and reserves and reserve funds.

1. GENERAL

The City of Thunder Bay values accountability and transparency in its Budget process. The Budget process is designed to effectively allocate the City's financial, technological, and human resources to deliver key services in the City of Thunder Bay.

The Municipal Tax Levy is the total amount that needs to be raised from property taxes to fund City programs and services and to contribute to capital infrastructure programs.

Net Assessment Growth in the City's assessment base due to new construction, additions, and improvements for the next year is based on the returned Assessment roll provided by MPAC. For budgeting purposes, Assessment Growth Funds will be added to the Municipal Tax Levy annually to support the cost of growth-related services and infrastructure. This will be known as the Growth-Adjusted Municipal Tax Levy.

2. PRIORITIZATION

2.1. Business Cases

City Divisions/Departments that expect to incur one-time or permanent costs to extend existing services due to growth or to generate future growth are required to submit a Business Case to access Assessment Growth Funds.

Business Cases must be submitted to the City Treasurer in accordance with the timeliness identified in the annual budget calendar and will be reviewed by the Executive Leadership Team during budget deliberations.

Business Cases will be evaluated based on the following priorities:

- a. Operating or one-time capital costs directly linked to the extension of existing services to new development.

- b. Addressing cost pressures resulting from increased demand on City services due to population and economic growth.
- c. The establishment, maintenance and/or enhancement of a dedicated funding mechanism for a Community Improvement Plan.
- d. The establishment, maintenance and/or enhancement of a dedicated funding mechanism for growth-related priorities.
- e. Contributions to the capital budget that support efforts to address the City's infrastructure deficit.
- f. Support services and activities required to support the delivery of services related to the above.

2.2. Business Case Requests Exceed Assessment Growth Funds

If funding requests through approved Business Cases exceed available Assessment Growth Funds in a year, Business Cases will be evaluated as to whether the service and/or funding could be deferred and whether significant service disruptions would occur if the service did not receive current year Assessment Growth Funds.

2.3. Assessment Growth Funds Exceeds Business Cases Requests

If Assessment Growth Funds exceeds the cost of approved Business Cases, the remaining balance available will be applied in that year based on the following:

If Assessment Growth Funds exceeds the cost of approved Business Cases, the remaining balance will be allocated as follows:

- If the remaining balance is less than \$100,000, it will be allocated entirely to the Capital General Reserve Fund to support infrastructure renewal and reduce the infrastructure funding gap.
- If the remaining balance is \$100,000 or more, it will be allocated as follows:
 - 40% - one-time contribution to the Capital General Reserve Fund to support infrastructure renewal and reduce the infrastructure funding gap.
 - 40% - permanent reduction to debt financing in the capital budget.
 - 20% - one-time contribution towards the establishment, maintenance and/or enhancement of a dedicated funding mechanism to support the development of new sport and recreational facilities and parks or major enhancements to existing facilities beyond normal life-cycle renewal.

2.4. One-Time Assessment Growth Funds

Assessment Growth Funds not allocated permanently each year, will be carried forward to the following year and considered available for allocation through the prioritization framework outlined above.

3. MONITORING AND REVIEW

This Policy will be reviewed every four years or as required to ensure alignment with the City's financial and strategic priorities.

APPROVED BY:	X	Date:	X
Replacing/Amending:	X		
Originating Department:	X		
Contact:	X		
Departmental Procedural Manual:	X		
Affected Departments:	X		
	X		



Corporate Services Department

Memorandum

TO:	Krista Power, Director – Legislative Services & City Clerk	FILE:
FROM:	Keri Greaves, CPA, Commissioner Corporate Services & City Treasurer	
DATE:	04/11/2025 (mm/dd/yyyy)	
SUBJECT:	Request for Presentation-Draft Assessment Growth Policy	
MEETING & DATE:	Committee of the Whole - 04/28/2025 (mm/dd/yyyy)	

I respectfully request the opportunity to make a presentation at the April 28, 2025 meeting of the Committee of the Whole to provide an overview of Report 110-2025-Corporate Services-Finance-Draft Assessment Growth Policy.

Sincerely,

Keri Greaves, CPA

Commissioner – Corporate Services & City Treasurer

Corporate Report

REPORT NUMBER 112-2025-Corporate Services-Licensing & Enforcement		
DATE PREPARED April 14, 2025		FILE
MEETING DATE April 28, 2025		
SUBJECT Update – Animal Services Review		

RECOMMENDATION

For information only.

LINK TO STRATEGIC PLAN

This report aligns with the Growth pillar identified in “Maamawe, Growing Together: City of Thunder Bay Strategic Plan 2023-2027.” The actions presented in this report support the goal to make it easier to access City services by implementing better ways of serving the public that focus on continuous improvement and delivering positive outcomes for clients.

EXECUTIVE SUMMARY

This report provides an update of the review of the City of Thunder Bay’s Animal Services. During the ongoing review, several gaps have been identified by community partners. To fill the void and build capacity in Animal Services, the Licensing & Enforcement Division will:

- Reinstate response to calls for animals at large and accept surrendered animals.
- Re-establish an online presence to reunite lost pets with their owners and to provide information to the community.
- Implement a process to work with local rescues to move animals that have been in care into more suitable placements.
- Review and modernize standards of care.
- Create a taskforce to discuss gaps and provide recommendations with regards to animals in the City of Thunder Bay.

In the medium term, work is underway to modernize the City’s animal by-laws, policies, procedures, and training to ensure best practices and appropriate service levels. Outreach to the local shelters, rescues and other agencies is also underway, in order to

re-establish partner relationships and develop formal agreements. Long-term plans will be determined through the taskforce and brought to City Council.

DISCUSSION

In December 2020, City Council approved the restructuring of the Licensing & Enforcement Division. This plan amalgamated the Animal Services Section into Municipal Enforcement Services (MES). A key component of this plan was a heavy reliance on community partners to deal with stray and injured animals and to help find them homes. This shift also resulted in the cessation of adoption services, surrender services, and limited the types of animal complaints responded to by Municipal Law Enforcement Officers (MLEO). No substantive changes were made to by-laws, policies and procedures as a result of the change.

Since restructuring, the relationships with non-profit and rescue organizations, as proposed in the plan, have been strained. This has had a negative impact on the community, and the animal services system as a whole.

Administration's review of the current state of animal services in the Licensing & Enforcement Division, as well as the gaps in animal services provided within the City of Thunder Bay, is ongoing, however it has been determined that the current system is falling short of intended outcomes.

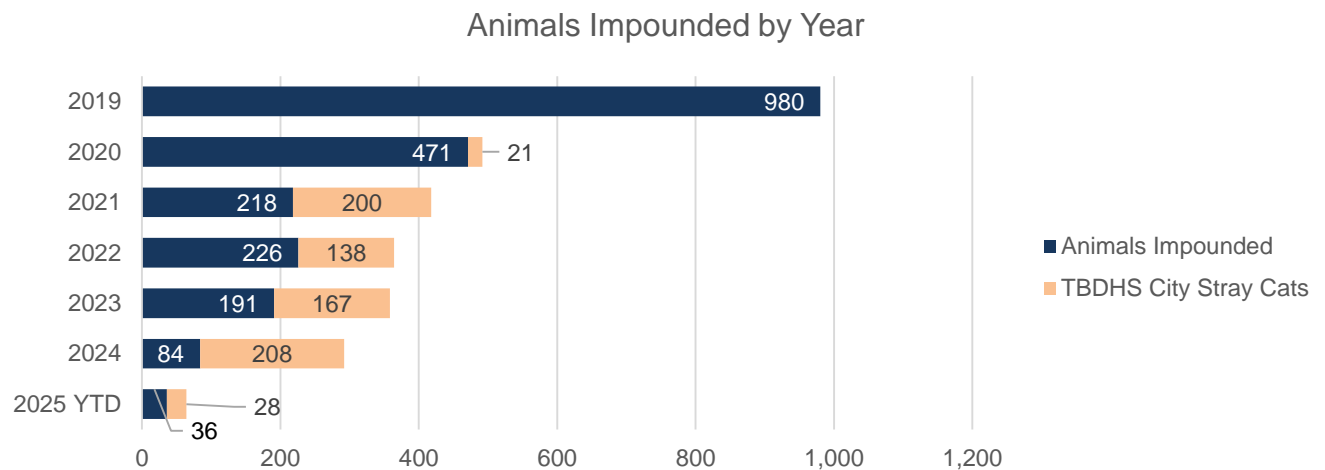
The City does not currently have the resources to return to a fully operational animal shelter with adoption services at this time. Administration is working to resume some services to fill the most immediate needs using available resources.

Animal Services: Current Capacity

With the changes implemented since 2020, there has been a sharp decline in the number of animals being impounded. It is important to note that this does not reflect a decline in the number of stray animals or animals running at large; it is more due to the direction to limit enforcement activity to animals actively running at large on public property.

With the move from dedicated Animal Services Officers to MLEOs, direction was provided to narrow the focus of enforcement to public safety and animals running at large on city-owned property only. MLEOs have not been collecting animals found at large on private property, animals contained by community members (in yards or on leashes), or voluntary surrenders.

The chart below depicts the number of animals impounded by year from 2019.



In early 2020, at the onset of the pandemic, Licensing & Enforcement Division removed public access to the facility, and worked with local rescues to rehome the cats in care. This led to the closure of the cat specific rooms (approximately 100 spaces). When City services resumed post-pandemic, Licensing & Enforcement Division entered into a fee-for-service relationship with the Thunder Bay District Humane Society (TBDHS) to shelter stray cats. The relationship was never formalized with an agreement, which has led to inconsistency in service responses from MES. MES has the capacity to house 18 cats, but MLEOs have been directed to bring all cats to TBDHS. Administration is working with TBDHS to establish service levels and define responsibilities through a formal agreement.

The Animal Services facility has 33 kennels for dogs, however, the current comfortable capacity at the facility is 15. This allows each dog to have a comfortable amount of space, and the quarantine and isolation rooms to remain available for dogs that have a medical or aggression concern. At the time of writing, Animal Services is caring for 11 dogs (73% of comfortable capacity). To date in 2025, 36 dogs have been impounded; 18 have been returned to their owner, and 7 were transferred to local rescues for rehoming.

Short-Term/Immediate Measures for Capacity Building

Administration acknowledges that the reduction in services has caused challenges for community partners and residents. To better serve the community, Licensing & Enforcement Division will be implementing the following actions:

- **Respond to At-Large Animals Calls and Accept Surrenders:** In accordance with the City's animal by-law, MES will respond to animals running at large which includes animals that are:
 - Running around off the owner's property

- May be contained in another person's yard because the stray was running around off the owner's property, but that person is not the caretaker or owner
 - May be contained by leash or in a vehicle because the stray was running around off the owner's property, but that person is not the caretaker or owner
 - Includes stray dogs that have been held by people trying to find the dog's owners for a period of time.
- **Re-establish an Online Presence:** Posting animals on the City's website and social media channels to reunite lost pets with their owners. A lost pet page has been added to the City's Animal Services section on the website; the content has been modified to reflect resumed services, and to include other helpful information for residents.
 - **Establish a Process for Rehoming:** Implement a process to partner with local organizations with the goal of assisting impounded animals in finding new homes in situations where they are not claimed.
 - **Modernize Standards of Care:** Review and update standards of care to reflect current best practices.
 - **Create a Taskforce:** Call out for membership for a taskforce to identify and discuss gaps and provide recommendations with regards to animal services in the City of Thunder Bay. The goal of the taskforce will be to provide valuable feedback to Administration to ensure services align with community needs as well as provide an opportunity for various animal-based resources to provide a continuous spectrum of animal care in the City.

Recognizing the limited staffing resources and space, these interim measures set the City up as an intermediary organization to house lost and stray animals, allowing the time to gather resources through community partners to transfer impounded animals to better situations such as foster homes.

Enforcement priorities have shifted to ensure animal related calls are attended to with appropriate urgency. Staff resources are also being considered.

Medium-Term Measures

In the coming months, Administration is committed to the following medium-term actions:

- The continuation of the fulsome review and modernization of animal by-laws, policies, procedures, and training to ensure best practice and appropriate service levels.

- Reviewing statistics and creating dashboards for better day to day monitoring and opportunities for continuous improvement.
- Restoring relationships and developing formal agreements with community partners.
- Ongoing consultation with stakeholders.

Long-term measures will be determined through discussions with the taskforce and Administration will report back on the progress of the review and solutions as required.

CONSULTATION

Administration has met with various stakeholders to review the status of current relationships and to assess gaps in animal services in the City of Thunder Bay. To date, stakeholders have included local animal rescues, such as New Hope Dog Rescue and Murillo Mutts, the Thunder Bay District Humane Society, the Thunder Bay Police Service, and the provincial Animal Welfare Service. These conversations will continue in order to re-establish relationships and promote community collaboration.

To ensure appropriate ongoing consultation, Administration will form a taskforce, led by an independent facilitator, inviting members that include representatives from local animal shelters and rescues, veterinarians, as well as a representative from another municipality with expertise in animal services. Several stakeholders have already expressed interest in being part of the taskforce. The goal of the taskforce will be to provide feedback to Administration to ensure services align with community needs. The call for taskforce members will be public in May 2025.

FINANCIAL IMPLICATION

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

CONCLUSION

It is concluded that the short- and medium-term actions in this report are being implemented to address needs in the community with respect to animal services. Administration will continue to work with stakeholders to ensure community needs are met.

BACKGROUND

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

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

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

REFERENCE MATERIAL ATTACHED

None.

REPORT PREPARED BY

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

REPORT SIGNED AND VERIFIED BY

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

04/22/2025 (MM/DD/YEAR)

Corporate Report

REPORT NUMBER 136-2025-Corporate Services-Supply Management

DATE

PREPARED

April 11, 2025

FILE

MEETING DATE

April 28, 2025

SUBJECT

Impacts of U.S. Tariffs on City Procurement

RECOMMENDATION

For information only.

LINK TO STRATEGIC PLAN

This Report aligns with Thunder Bay's strategic direction to plan and deliver cost-effective, financially sustainable services

EXECUTIVE SUMMARY

In early 2025, the United States (U.S.) imposed new tariffs on Canadian goods, triggering a trade dispute between the two nations. These tariffs are expected to increase costs for municipalities, particularly for construction materials and equipment. This economic uncertainty may also challenge local businesses and households. The tariffs have sparked a galvanizing response among Canadians and all levels of government, fostering a sense of solidarity and collective resistance against these measures.

Since the trade dispute began, leaders at all levels of Governments have been outspoken on the issue. Within municipalities, peer groups have been actively sharing information, practical approaches, and Council decisions. A common response has been to adjust procurement practices to manage the pressures arising from U.S. tariffs. Several municipalities are increasing the thresholds for medium-value purchases to align with trade agreements, allowing them to prioritize Canadian suppliers for goods and services below these limits. Municipalities are also participating in advocacy efforts and collaborating with organizations to share data and push for policy changes.

The City's Supply Management By-law 359-2024 procurement thresholds are already aligned with the Canada Free Trade Agreement (CFTA) which allows for invitational

bids where the value of the procurement is below \$133,800 for goods and services, or \$334,400 for construction. Since Administration is able to determine which suppliers are invited to bid, this enables the City to prioritize Canadian suppliers below these thresholds where feasible and appropriate.

Given the current trade environment, the City should adopt a cautious, measured response to the broader trade dispute. Administration will continue to track developments and adjust strategies as needed.

DISCUSSION

Tariffs Landscape

A tariff is a tax that a government places on goods imported from other Countries in order to generate revenue, protect domestic industries and jobs, or negotiate trade terms. Countries may enter into free trade agreements to secure preferential tariff treatment, which reduces or eliminates trade barriers and promotes more competitive access to each other's markets. Canada is a party to several free trade agreements.

The Canada-United States-Mexico (CUSMA) trade agreement, which replaced the North American Free Trade Agreement (NAFTA) in 2020, eliminated most tariffs on goods traded between these countries, although some tariff protections remained for sensitive business sectors.

On February 1, 2025, the United States announced tariffs of 25% on most Canadian goods, with energy products facing a 10% tariff starting February 4. The announcement, and subsequent escalations and retaliations, has since led to a trade dispute between the two countries (see timeline in Background section). Further trade actions by the U.S. against other countries have escalated tensions worldwide, triggering a broader global trade war and increasing economic uncertainty.

These developments have direct implications for municipalities. Rising costs for construction materials and equipment will put pressure on municipal budgets, while economic uncertainty may create challenges for businesses and households.

Trade Agreements, Legislation, and Directives

The City's Supply Management By-law 359-2024 is built on a framework of open, fair, and transparent procurement practices designed to support accountability and value for money. It ensures compliance with applicable legislation and employs best practices in public procurement.

Municipalities are subject to the Canada Free Trade Agreement (CFTA) which governs trade within Canada, and the Comprehensive and Economic Trade Agreement (CETA) which governs trade between Canada and member European states. Municipalities are

not directly bound by the provisions in the CUSMA which is currently at the centre of the ongoing trade dispute.

Both the CFTA and CETA include non-discrimination provisions that prohibit municipalities from favoring suppliers based on geographic location where the value of the procurement exceeds a certain threshold. This means that procurement decisions above these thresholds must be made without preference for local, provincial, or national suppliers, as long as the suppliers meet the established criteria. These rules are intended to promote open competition and ensure that public funds are spent transparently and efficiently, while also aligning municipal practices with broader trade commitments.

On April 4, 2025, in response to U.S. tariffs on Canadian goods and services, the Ontario government released a Procurement Restriction Policy under the authority of the Broader Public Sector Accountability Act, 2010 (BPSAA), which restricts Ontario public sector organizations from entering into new contracts with U.S. businesses unless the U.S. business is the only viable source and the procurement cannot be delayed.

For purposes of this Policy, a U.S. business is means a supplier, manufacturer or distributor of any business structure that:

1. has its headquarters or main office located in the U.S., and
2. has fewer than 250 full-time employees in Canada at the time of the applicable procurement process.

Public procurement is a complex and evolving field that must account for a range of legal requirements, trade obligations, and policy objectives. Any municipal response to U.S. tariffs should consider legal constraints, economic impacts, and the broader consequences for competition and taxpayers.

Municipal Scan

Municipalities are carefully considering how they can manage these pressures and show leadership in the face of ongoing trade challenges.

There has been a concerted effort by administrative peer groups within municipalities to share information and workable approaches. A common municipal response includes amendments to procurement policy/by-laws, specifically increasing the medium value purchasing thresholds to align with trade agreements. For example, under the CFTA: Goods and services – \$133,800, Construction – \$334,400. Under these thresholds, the municipality is able to determine which suppliers are invited to bid, enabling municipalities to employ a “Buy Canada” or “Buy Non- U.S.” approach for purchases below these thresholds.

Municipalities are also participating in advocacy efforts and working with organizations such as the Association of Municipalities of Ontario (AMO) and the Federation of Canadian Municipalities (FCM) collecting and sharing data and information.

City of Thunder Bay Considerations

The City's direct exposure to U.S.-based suppliers is relatively low, with annual direct spending totaling approximately \$750,000. The majority of this spending is related to information technology services and software, areas where many leading providers are headquartered in the U.S. and limited Non-U.S. exist.

However, many goods purchased through Canadian suppliers may include components, software, or materials sourced from the U.S.. Enforcing a strict "Buy Canada or Buy Non-U.S." policy across all tiers of the supply chain is not practical, and in some cases, impossible.

The City's Supply Management By-law 359-2024, approved by City Council last fall, is already aligned with CFTA procurement thresholds. As a result, the City is well-positioned to support a "Buy Canada or Buy Non-U.S." approach within the limits of applicable trade obligations.

For medium-value procurements below the CFTA thresholds (\$133,800 for goods and services, \$334,400 for construction) the City can conduct invitational procurement processes. The City has the discretion to invite only Canadian suppliers, thereby avoiding U.S.-based suppliers where feasible and/or appropriate. This approach is consistent with how many other municipalities are planning to support "Buy Canada or Buy Non-U.S." within the boundaries of trade agreements.

Administration also acknowledges the pressure local suppliers are experiencing due to the uncertainties related to tariff policies. Administration has and will continue to work with potential suppliers to manage tariff-related cost increases effectively.

Administration will continue to monitor the strategies and responses adopted by other municipalities and will bring forward any recommendations as the situation continues to evolve.

While matters concerning trade and tariffs are inherently political and fall outside the purview of Administration, should City Council wish to take a formal position, Administration recommends the following be considered to ensure a measured and appropriate approach:

WITH RESPECT to Report (136-2025 – Corporate Services-Supply Management), the City of Thunder Bay stands in solidarity with federal and provincial governments to advocate against U.S. tariffs;

AND THAT the City of Thunder Bay supports a “Buy Non-U.S.” approach to procurement for the City of Thunder Bay during the trade dispute, where existing legislative framework permits and it is feasible to do so;

AND THAT Administration be directed to continue to monitor the trade environment report back with any additional recommended actions;

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

FINANCIAL IMPLICATION

There are no direct, determinable financial implications associated with this report. However, a 'Buy Canada or Buy Non-U.S.' approach could potentially lead to higher costs if lower-cost U.S. suppliers are excluded from bidding on contracts.

In general, the implementation of tariffs and reciprocal tariffs on goods and services is expected to result in higher costs.

CONCLUSION

Given the complexity of public procurement and the uncertain trade environment, the City of Thunder Bay should take a cautious and measured approach. Administration will continue to monitor the practices of other municipalities and broader policy developments to help inform future procurement decisions.

BACKGROUND

As of the writing of this report, the key tariff-related matters are summarized below:

February 1, 2025 – The U.S. announces tariffs of 25% on most Canadian goods, except for energy products which would incur a 10% tariff, beginning on February 4, 2025.

February 2, 2025 – Canada announces retaliatory tariffs on \$30 billion worth of U.S. goods.

February 3, 2025 – U.S. suspends the implementation of tariffs for 30 days.

February 12, 2025 – U.S. announces 25% tariff on all foreign steel and aluminum imports, beginning March 12, 2025.

March 4, 2025 – U.S. implements the previously announced tariffs on Canadian goods.

March 4, 2025 – Canada implements the previously announced retaliatory tariffs.

March 6, 2025 – U.S. announces exemptions for Canadian goods that are compliant with CUSMA.

March 12, 2025 – U.S. implements 25% tariffs on all steel and aluminum imports (including from Canada).

March 26, 2025 – U.S. announces 25% tariff on foreign-made consumer vehicles and auto components, beginning April 2, 2025. Vehicles build under CUSMA trade rules and imported into the U.S. will only face tariffs on the non- U.S. components.

April 2, 2025 – U.S. announces global reciprocal tariff policy. Canada is excluded from the new tariffs in the short term but previously announced tariffs and exemptions remain in place.

April 3, 2025 – Canada announces it will match the U.S. tariff with a 25% tariff on all non-CUSMA vehicles and non-Canadian auto parts on CUSMA compliant vehicles, but only those that are imported from the U.S..

April 9, 2025 – U.S. announces a 90-day pause on its global reciprocal tariff policy. However, tariffs on Chinese goods were not included in this pause. Tariff threats between the two countries continued to escalate.

REFERENCE MATERIAL ATTACHED

None

REPORT PREPARED BY

Allan Hensel, Manager-Supply Management – Corporate Services

REPORT SIGNED AND VERIFIED BY

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

Date (04/17/2025)

Corporate Report

REPORT NUMBER 095-2025-Community Services-Recreation & Culture		
DATE PREPARED	March 3, 2025	FILE
MEETING DATE	April 28, 2025	
SUBJECT	Culture Plan	

RECOMMENDATION

WITH RESPECT to Report 095-2025-Community Services-Recreation & Culture, we recommend that the pillars and objectives of the *Create. Connect. Grow.* Culture Plan be approved;

AND THAT administration provide an annual update to Council on the Plan's implementation beginning in 2026;

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

LINK TO STRATEGIC PLAN

The *Create. Connect. Grow.* (Zhitoon. Anakoobideh. Maachiigiih.) Culture Plan addresses several goals and objectives within the Maamawe, Growing Together Strategic Plan's pillars:

1. Maamawe – All together: Goals 1.1 and 1.2

- Pillar 4 of the Culture Plan aims to strengthen the City's relationships with Indigenous communities, leaders and organizations and enhance the integration of Indigenous perspectives in City services, programs, and places. It also acknowledges expressed needs for purpose-built space for the Indigenous Community and sector access to space and opportunities while addressing barriers to access.

2. Safety & Well-Being: Goals 2.1, 2.2, 2.3

- Pillar 2 and 4 aim to enhance public art and creative placemaking within the city, create strong neighbourhoods for connection, and facilitate accessible programming for lively community spaces.

- Pillar 3 recommends diverse opportunities for people to get involved and more integrated in the community, and to leverage arts, heritage and culture to foster increased sense of civic pride, cohesion and well-being.
- Pillar 5 builds capacity to support the arts, heritage and culture sector, enhancing awareness of City supports.

3. Growth: Goal 3.1

- Pillar 1 and Pillar 2 support the goal of celebrating and increasing awareness of cultural activities in Thunder Bay and creating attractive, dynamic environments that advance community economic development. The Culture Plan recommends the City reactivates the Baggage Building Arts Centre as a centralized hub and draw for visitors, and enhances public art and place-making to improve the community's attractiveness.

EXECUTIVE SUMMARY

This report presents the pillars and objectives of *Create. Connect. Grow.* A Culture Plan for Thunder Bay. This plan was developed to guide future cultural development in the city. It replaces the *Inspire Thunder Bay Culture Plan*, which was adopted in 2011 and has reached the end of its lifespan. *Create. Connect. Grow.* reflects changes and anticipated trends in demographics of our community, the needs of the community and culture sector, and City priorities.

The Plan was developed with consulting agency Nordicity Group Ltd. and governed by a Steering Committee comprised of Administration from various departments, CEDC (Tourism), Indigenous Performing Arts Alliance, representatives of the Public Art Committee, Clean, Green & Beautiful Committee and Heritage Advisory Committee, and the Arts & Heritage Alliance which represents a wide range of cultural organizations and institutions.

The Plan has five strategic pillars:

1. Celebration & Promotion / Mamakadendan Dagoo Waabidehyawmin
2. Spaces & Places / Daawamagad Dagoo Achigmigad
3. Community Connection / Anakay Dinakii
4. Honouring & Supporting Indigenous Arts, Culture & Heritage / Manadendan Dagoo Wiidokadan Anishinaabe Bimaadiziwin
5. Leadership & Support / Ogemahwin Dagoo Wiidookagehwin

The goals and objectives of the Culture Plan provide strategic direction for the City and community partners as we work towards achieving the many benefits of arts, heritage, and culture related to community and individual health and well-being, growth and economic development, place-making, beautification, community connection and capacity building.

Upon approval of the plan, annual workplans of actions to achieve the plan's objectives will be developed by Administration. Any related items that require Council approval will be brought forward for Council's consideration through reports and the annual budget processes. Administration will also provide annual reports on implementation of the plan beginning in 2026.

DISCUSSION

Investing in arts, culture, and heritage is in the best interest of municipalities as it brings wide-reaching benefits, including improved quality of life and social well-being, economic growth and resilience, tourism, and creative place-making. Municipal cultural planning is a strategic approach to integrating arts, culture and heritage into broader community development.

The *Create. Connect. Grow.* Culture Plan has been developed to replace the *Inspire Thunder Bay Culture Plan* that was adopted in 2011 and is now at the end of its lifespan. The community has seen significant changes in recent years, both locally and on a global scale, and a new plan was necessary to reflect the current and future needs of the community and arts, heritage and cultural sector.

The Recreation & Culture Division engaged Nordicity Group through an RFP process to conduct background research analysis, community and stakeholder engagement, and develop the draft Plan. Nordicity is an international consulting firm engaged by many Canadian municipalities and provides solutions for economic analysis, policy, strategy and business in the arts, heritage and culture sector. Nordicity partnered with Dr. Cynthia Wesley-Esquimaux to guide the Plan's consultations with Indigenous communities, organizations and representatives. Their work was designed to help form the foundation for policy and program decisions, resource forecasting, and strategic investments in cultural development. Engagement included community pop-ups at local cultural spaces and events, interviews with cultural organizations and individual artists, stakeholder roundtables, and public and sector-targeted surveys.

The Plan was designed to be a living document with a primary focus of 5 years that can be updated over a 10-year span. The Plan also includes a focused review of the Baggage Building Arts Centre's operations and governance for a renewed vision aimed at reactivating the space to meet resident and visitor needs.

The Plan's vision and five key pillars (broad strategic goals) are summarized below. See Attachment A for the draft Plan. Recommended individual actions to achieve the Plan's goals and objectives have been provided to Administration as an internal document and will be considered in the development of annual workplans to achieve the Plan's objectives.

Vision

In Thunder Bay, we envision culture at the core of everyday life. Our city is recognized and celebrated as an Indigenous gathering place, and a place where diverse traditions and heritage converge to bring us all together (Maamawe). With a thriving cultural landscape that proudly celebrates its exceptional talent, heritage, and programming, Thunder Bay is a dynamic, year-round destination for both residents and visitors.

Pillar 1: Celebration & Promotion / Mamakadendan Dagoo Waabidehyawmin

This pillar aims to increase awareness of the wide-ranging cultural activities in Thunder Bay for residents and visitors. Objectives work to better integrate arts, culture and heritage into the narrative of Thunder Bay, increase knowledge and access to information, promote Thunder Bay as an arts and culture destination, and showcase and celebrate the diverse cultures in Thunder Bay.

Pillar 2: Spaces & Places / Daawamagad Dagoo Achigmigad

Public and sector engagement pointed to a need for year-round spaces that encourage and support cultural activity. This pillar aims to increase access to space, enhance public art and creative placemaking, honour and recognize Indigenous presence, history and culture, and intentionally integrate arts, culture and heritage in urban design.

Baggage Building Arts Centre Review

A key focus of Pillar 2 included a review of the Baggage Building Arts Centre, with the recommendation that it continue to be a centralized hub for arts, culture, and heritage. As part of workplans, Administration will need to do further business plan development to explore the recommendations provided through the review prior to bringing forth any recommendations to Council.

Pillar 3: Community Connection / Anakay Dinakii

The purpose of this pillar is to ensure diverse opportunities for people to get involved, interact, and feel a sense of belonging. With changing demographics and newcomer populations seeking community, this pillar aims to strengthen neighbourhoods, events, and other cultural activities to help strengthen community connection and combat social isolation.

Pillar 4: Honouring & Supporting Indigenous Art, Culture & Heritage / Manadendan Dagoo Wiidokadan Anishinaabe Bimaadiziwin

Objectives of this pillar aim to follow the lead of the Indigenous community in ensuring there are dedicated spaces and opportunities to gather, practice, share, and honour culture within the city. Indigenous leaders and community members have expressed a need for supporting purpose-built space and increasing economic opportunities for Indigenous artists and organizations, while cultivating Thunder Bay into a centre for

Indigenous gathering and knowledge. The Plan recommends honouring and celebrating Indigenous culture, and enhancing public understanding of Indigenous place names, culture and traditions. The Plan includes Anishinaabemowin translations and syllabics of the title and pillars as an example of one way that the City can honour Indigenous culture through language in strategic planning efforts.

Pillar 5: Leadership & Support / Ogemahwin Dagoo Wiidookagehwin

Stakeholder consultations identified a need for capacity building, both within the sector and City. Objectives of this pillar include facilitating shared services and knowledge sharing, galvanizing financial support for the sector, enhancing awareness and transparency around City support, and fostering growth of artistic talent and creative economy. Arts, culture, and heritage can be prioritized through cross-departmental collaboration in municipal planning.

CONSULTATION

Community and stakeholder engagement included five community pop-ups at high traffic events, the Kinsmen Youth Centre and Goods & Co. Market, 44 interviews, 6 focus group roundtables, one public and one sector-targeted survey, and one open house. Consultations with the Indigenous community were guided by Dr. Cynthia Wesley-Esquimaux, the first Indigenous Chair for Truth and Reconciliation in Canada for Lakehead University. The City's Indigenous Relations Office and Indigenous Action Council provided valuable input regarding Indigenous cultural development and the importance of including Anishinaabemowin translations of the title and key pillars.

Several City Departments were engaged through Steering Committee involvement and/or stakeholder roundtables and interviews. These include:

- Recreation & Culture
- Parks & Open Spaces
- Indigenous Relations Office
- Development Services
- City Manager's Office (Archives)
- Community Safety & Well-Being
- Corporate Communications & Community Engagement
- Committees & Boards: Community Economic Development Commission, Tourism Thunder Bay, Public Art Committee, Heritage Advisory Committee, Clean, Green & Beautiful Committee, Anti-Racism & Equity Advisory Committee

Numerous community and cultural organizations were engaged for input, providing valuable feedback that shaped the Plan's pillars and objectives. See Attachment B for a

list of Steering Committee members and community organizations that provided input during stakeholder consultations.

FINANCIAL IMPLICATION

There are no immediate financial implications associated with the *Create. Connect. Grow.* Culture Plan.

Future financial implications will be forecasted through administrative review processes and brought forward to Council for consideration as required through the annual budget process and reports.

CONCLUSION

It is concluded that the *Create. Connect. Grow.* Culture Plan's pillars and objectives reflect the needs of the community and provide strategic direction for the City over the next 5-10 years and should therefore be approved.

BACKGROUND

The Culture Plan Framework was presented to Council on March 4, 2024 (Memo: Presentation Request – Culture Plan Framework), including an overview of the draft vision, guiding principles and emerging core pillars based on early research analysis and community/stakeholder input.

The *Inspire Thunder Bay Culture Plan* was approved in 2011 (Report No. 2011-049 Recreation & Culture) and has guided cultural development for the City and its partners since then. As the plan is now at the end of its lifespan, a new plan is needed to reflect changing demographics, trends, and needs in the community.

REFERENCE MATERIAL ATTACHED

Attachment A – *Create. Connect. Grow.* (Draft Culture Plan)
Attachment B – Engagement List

REPORT PREPARED BY

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Laurie Abthorpe, Supervisor – Cultural Development, Community Programming & Events (Recreation & Culture Division)
Leah Prentice, Director – Recreation & Culture

REPORT SIGNED AND VERIFIED BY

Leah Prentice, Acting Commissioner - Community Services

04/17/2025 (MM/DD/YEAR)



Create. Connect. Grow.

A Plan for Culture in Thunder Bay

Zhitoon. Anakoobideh.
Maachiigiih.
Inakoonigehwin Bimaadiziwin Omaaw
Anemiki Wequedong

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April 2025

Prepared by:

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Acknowledgements

The City of Thunder Bay would like to thank the many diverse voices that contributed to the development of this Plan: *Create, Connect, Grow: A Plan for Culture in Thunder Bay*. The many insights, experiences, and feedback shared throughout the course of the culture planning process have been invaluable in shaping a direction for arts, culture, and heritage in Thunder Bay grounded in unity, collaboration, and continuous improvement. Special thanks to the Steering Committee for their dedication and input throughout this process. The City would also like to specially thank Knowledge Keeper Member, Douglas Gagnon, for providing the Anishnaabemowin and syllabic translations presented in this document.

Land Acknowledgement

Thunder Bay is located on the traditional land of the Anishnawbe and is land where Indigenous peoples have inhabited and gathered for time immemorial. Originally known as Anemki Wequedong, Thunder Bay rests on the Treaty Territory of the Fort William First Nation, signatories to the Robinson-Superior Treaty in 1850. This land also borders on Treaty 3, Treaty 5, and Treaty 9 land, and many Indigenous peoples from these areas now also reside within the city.

It is through the contribution of many First Nations and Métis peoples that Thunder Bay has become a thriving community. The City honours the contributions First Nations and Métis peoples have made to the community and as they guide Thunder Bay towards a place of reconciliation, growth, and friendship. It is the City's hope that this Culture Plan is one that lifts up all cultures in a way that reflects unity, respect, and knowledge.

As part of this commitment, the City recognizes the vital role of Indigenous artists, creators, and cultural leaders in shaping Thunder Bay's identity. This plan seeks to enhance Indigenous cultural spaces and presence, creating an environment where Indigenous culture is celebrated, acknowledged, and integrated into the community's growth.

Equity Statement

The City of Thunder Bay Recreation & Culture Division values the contributions of residents and visitors of all backgrounds, abilities, and diverse identities. We are committed to providing inclusive, diverse, equitable, and accessible processes, programs, and services. We strive to identify and address barriers by questioning our ideas, beliefs, and biases, and by acknowledging the historical perspectives that contribute to systemic barriers. We encourage submissions and participation from Indigenous peoples, persons with disabilities, racialized communities, newcomers, women, and members of the 2SLGBTQIA+ community. We aspire to improve access and service where needed and welcome constructive feedback.

Executive Summary

The Culture Plan at-a-Glance

Vision:

In Thunder Bay, we envision culture at the core of everyday life. Our city is recognized and celebrated as an Indigenous gathering place, and a place where diverse traditions and heritage converge to bring us all together (Maamawe). With a thriving cultural landscape that proudly celebrates its exceptional talent, heritage, and programming, Thunder Bay is a dynamic, year-round destination for both residents and visitors.

The following is a summary of the key pillars and objectives identified in the Culture Plan.

Pillar 1: Celebration & Promotion

Mamakadendan Dagoo Waabidehyawmin

Objectives

- 1.1:** Integrate arts, culture, and heritage into the narrative of Thunder Bay.
- 1.2:** Increase knowledge of and access to information about arts and culture activities locally.
- 1.3:** Promote Thunder Bay as an arts and culture destination for tourists.
- 1.4:** Showcase and celebrate the diversity of cultures in Thunder Bay.

Outcomes

- Increased awareness, reputation, and recognition of Thunder Bay's diverse arts, culture, and heritage.
- Increased engagement on the City's community channels.
- Increased pride in local arts, culture, and heritage among community members.
- Increased participation in events and arts, culture, and heritage programs.
- Increased number of tourists in Thunder Bay.

Pillar 2: Spaces & Places

Daawamagad Dagoo Achigmigad

Objectives

2.1: Activate the Baggage Building Arts Centre (BBAC) as a centralized hub for arts, culture, and heritage and a draw for visitors to the area.

2.2: Enhance public art and creative placemaking within the city.

2.3: Honour and recognize Indigenous presence, history, and culture throughout the city.

2.4: Support sector access to creative space and year-round opportunity.

2.5: Preserve the natural and built heritage of Thunder Bay, and integrate culture and heritage into urban design.

Outcomes

- Increased foot-traffic in and regular use of the BBAC.
- Increased number of public art and creative placemaking activations throughout Thunder Bay, and in particular, Indigenous-led activations.
- Greater public understanding of Indigenous heritage and culture.
- Increased number of arts, culture, and heritage integrations in urban design, placemaking, and beautification projects.
- Increased awareness and use of existing spaces in Thunder Bay for arts and cultural use by both the public and the sector.

Pillar 3: Community Connection

Anakay Dinakii

Objectives

3.1: Ensure a variety of year-round arts and culture programming and experiences for all.

3.2: Build a more engaged and connected community through arts, culture and heritage.

3.3: Strengthen partnerships to activate public spaces across the city.

3.4: Address barriers to access to promote wider participation in cultural activities and running community events.

Outcomes

- Improved well-being, quality of life, and civic pride among Thunder Bay residents.
- Greater awareness of volunteer opportunities and increased volunteerism for organizations.
- Increased participation in events and arts, cultural, and heritage programming – especially among youth and seniors.
- Increased number of neighbourhoods with arts, culture, and heritage activations.
- Increased satisfaction among community event organizers with City support and services.
- Increase in public satisfaction with quality and accessibility of City-run events.

Pillar 4: Honouring & Supporting Indigenous Art, Culture, & Heritage

Manadendan Dagoo Wiidokadan Anishinaabe Bimaadiziwin

Objectives

- 4.1** Collaborate on purpose-built space for the Indigenous community.
- 4.2:** Increase economic opportunities for Indigenous artists and organizations.
- 4.3:** Cultivate Thunder Bay into a centre for Indigenous gathering and knowledge.
- 4.4:** Celebrate and support the vitality and diversity of Indigenous culture and events.
- 4.5:** Enhance public education and understanding of Thunder Bay's shared history and Indigenous culture.

Outcomes

- Improved quality of life and well-being for Indigenous community members.
- Enhanced reputation of Thunder Bay as hub for Indigenous gathering in the region.
- Increased public knowledge and understanding of Indigenous culture.
- Increase in number and success of Indigenous artists and organizations.
- Increase in public awareness of Indigenous contributions (both economic and social) to the community.
- Increase in number of cultural initiatives identified and developed to advance Truth and Reconciliation efforts.
- Strengthened relations between the City and Indigenous partners.

Pillar 5: Leadership & Support

Ogemahwin Dagoo Wiidookagehwin

Objectives

- 5.1:** Facilitate shared services and knowledge sharing across the sector.
- 5.2:** Galvanize financial support for the sector.
- 5.3:** Strengthen City capacity and enhance awareness and transparency around City support.
- 5.4:** Foster growth of artistic talent and the creative economy.

Outcomes

- Increased amount of resource sharing and number of cross-sector collaborations.
- Increased public awareness and understanding of the value of arts, culture, and heritage.
- Increased sector capacity in terms of volunteer and staff resources.
- Improved business skill development among the sector.
- Increased sector satisfaction with City support.
- Greater City capacity to support arts, culture, and heritage, and plan more effectively for City-led events.
- Increased audience development for local talent.
- Enhanced reputation and positive narrative of Thunder Bay.

Background

A bustling city on the edge of Lake Superior, Thunder Bay is a blend of incredible natural landscapes, rich heritage, and a dynamic arts and culture scene. The amalgamation of Port Arthur and Fort William in 1970 marked an important milestone, transforming the city into what is now known as Thunder Bay. The city also holds significance in Northwestern Ontario, which stems from its roots as a vital hub during the fur trade in the 17th century. To this day, Thunder Bay continues to serve as the economic heart of the region and a central point of connection to the rest of the province.

The history of the land on which Thunder Bay exists extends much further back beyond the last four centuries. Located on the traditional land of the Anishnawbe, this land has been inhabited by Indigenous peoples for time immemorial. Even now, Thunder Bay is home to a significant number of Indigenous peoples, with 12% of the population in the Thunder Bay Census Metropolitan Area (CMA) being of Indigenous ancestry – considerably higher than the provincial average of 1%.¹ The city has also continued to evolve with several diverse cultures and diasporas now also calling Thunder Bay home, including a sizable Finnish, Italian, Indian, and Ukrainian presence – all of which have helped shaped the city's built heritage, language, cultural events, and cuisine. The evolution of the city's demographics continues to strengthen and weave new cultural perspectives into its social fabric.

While the the population of Thunder Bay (approx. 100,000) has remained steady over the past nine years, the Thunder Bay CMA has grown more diverse since 2016, particularly with a growing South Asian community, and driven in part by a number of international students welcomed into the city each year. Moreover, the City – through its new Growth Department – is developing a plan aimed at growing Thunder Bay's population and tax base.

¹ Statistics Canada Census Profile 2021. It is expected that the percentage of the population with Indigenous ancestry is higher than officially reported.

It is in this context that the City of Thunder Bay has embarked on a new Municipal Culture Plan: *Create, Connect, Grow: A Plan for Culture in Thunder Bay*. Just as Thunder Bay is a point of convergence in the region; arts, culture, and heritage too plays a connecting role for the community and the region and presents opportunities for growth. It both preserves the past and inspires the future and celebrates uniqueness while building shared community identity.

Aligning with the City's current Strategic Plan, *Maamawe, Growing Together, Create, Connect, Grow* puts forth a renewed vision and direction to guide the City's delivery of cultural services for all those who live, work, and play in Thunder Bay. This plan is meant to be a living document with a primary focus of 3-5 years that can be updated over a 10-year span. The directions laid out aspire to usher in a new chapter of connection and prosperity for the city facilitated through its arts, culture, and heritage.

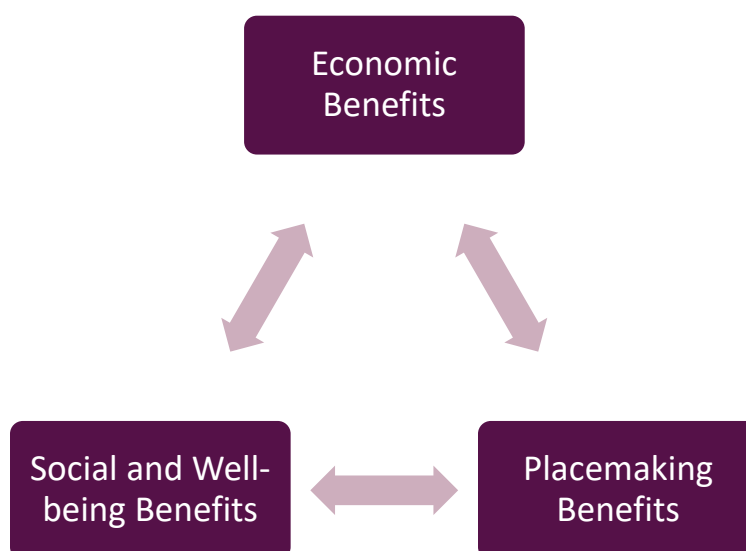


The Benefits of Arts, Culture, & Heritage

Arts, culture, and heritage in Thunder Bay encompasses a wide range of activities including events, visual art, craft, literature, dance, music, theatre, film and media, culinary arts, among other forms of cultural or artistic expression. It also includes broad activations such as public art, as well as historic sites, and natural and built heritage assets.

When asked to describe arts, culture, and heritage, those in Thunder Bay revealed a key characteristic: potential. Arts, culture, and heritage present opportunities for the city to cultivate and showcase a unique identity and to reach greater economic growth through cultural tourism.

Investing in arts, culture, and heritage is in the best interest of any city. It brings a number of wide-reaching benefits that not only contribute to a city's economic prosperity but also enriches the lives of residents, fostering a vibrant, inclusive, and culturally rich community.



Economic Benefits

The cultural sector contributes to the economy in any city through gross-domestic product (GDP), tax revenues, job creation, and tourism attraction. Within the province, the arts and culture sector comprised 3.5%, or \$28.7 billion, of Ontario's total GDP and supported 301,495 jobs in 2021. The sector not only generates employment opportunities in arts fields but also in supporting industries such as hospitality, retail, and transportation – demonstrating the direct and indirect channels through which arts, culture, and heritage bolster a city's economy and promote growth. Moreover, a vibrant arts, culture, and heritage scene can be a major draw for tourists, leading to increased spending on accommodation, dining, shopping, and other entertainment. Tourists who travel to engage in arts and culture have been shown to spend more and stay longer in their destination, compared to non-arts and culture visitors.² Overall, trips made for arts and culture on average have three times the economic impact compared to non-arts and culture trips in Ontario.³

Placemaking Benefits

Investing in arts, culture, and heritage also builds opportunity for creative placemaking. Visual indicators of a city's heritage and cultural activity through various placemaking and public art installations can help define a city's identity, creating a unique brand that attracts residents, visitors, and business investment. Moreover, cultural spaces help to enrich the quality of public spaces, making them more attractive, welcoming, and livable. Arts and culture can also revitalize neighbourhoods and previously underdeveloped areas in a city by attracting shops to open-up near key cultural destinations and assets.



Photo: Waverly Park Hogarth Fountain

^{2,3} Ontario Arts Council, [New report: Arts and culture tourism in Ontario has triple the economic impact.](#)

Social & Well-Being Benefits

Investing in arts, culture and heritage works to advance two specific UN Sustainable Development Goals:

Goal 3: Good Health and Well-Being – Ensure healthy lives and promote well-being for all at all ages.

Goal 11: Sustainable Cities and Communities – Make cities and human settlements inclusive, safe, resilient and sustainable.

Cultural activities and events bring various people in a community together, helping to foster a greater sense of belonging, shared understanding, and social cohesion. Moreover, participating in cultural programs and taking in heritage sites offer educational opportunities for all ages and encourages creativity, curiosity, and cultural appreciation. Engaging in arts and culture has also been connected to improved well-being in a community by reducing feelings of social isolation and improving community cohesion. In fact, a number of programs exist in Ontario where medical professionals prescribe participation in cultural activities as an intervention for improved mental health.⁴ Overall, more vibrant cultural activity in a city leads to a better quality of life for residents, creates more connected and resilient communities, and also makes a city a more attractive place to live and visit. Additionally, cultural activity and creative placemaking (incorporating arts, culture and heritage into urban planning and design) can make for a safer city by attracting more foot traffic to places in and around the community.⁵

⁴ Alliance for Healthier Communities, [Social Prescribing in Ontario Progress Report](#).

⁵ As an example, Bloomberg Philanthropies' Asphalt Art Initiative supports the creation of [public art interventions to improve street safety](#).



Arts, Culture, & Heritage in Thunder Bay

The directions laid out in this strategy build upon Thunder Bay's many strengths in arts, culture, and heritage.

A varied and vibrant arts and culture scene: Thunder Bay boasts a diverse and lively arts and culture scene, driven by the diversity of its residents, its many cultural organizations, strong community-led initiatives and organizations, as well as City-led initiatives. The City currently hosts a number of major events, such as Canada Day, Live on the Waterfront, Snow Day, Family Day Powwow, and Culture Days. Thunder Bay is also home to a variety of cultural spaces where the community can engage in cultural activities including – but not limited to – Marina Park, Goods and Co., local theatres, heritage sites and museums, and galleries. This vibrancy is also evident in the diverse culinary scene across the city.

Built heritage: Thunder Bay has many spaces of cultural, historic, and architectural significance and interest. The city is home to twenty-six formally designated municipal heritage properties including the Pagoda, the Chippewa Park Carousel, and the Thunder Bay Museum building. These spaces are visual representations of the city's history and help to contribute to the unique character of Thunder Bay.

Rich local history: The land has deep Indigenous roots that can be traced back through centuries, additionally, Thunder Bay bears significant history as a major trading hub during the fur trade, and is the birthplace of the iconic red poppy adorned on Remembrance Day. This rich history is shared and celebrated throughout the city's many museums and historic sites, including Fort William Historical Park – one of North America's largest living history sites.

Strong local support: Arts and culture in Thunder Bay receives support through grants and funding programs, such as those managed by the City through the Community Youth & Cultural Funding Program (CYCFP) and through the Community Economic Development Commission (CEDC). In 2024, CYCFP provided over \$2.25 million in funding to local cultural organizations, equating to roughly \$20 per capita. The Municipal Accommodation Tax (MAT) generates approximately \$2 million annually, half of which is managed by the CEDC to support tourism-related initiatives, which include a number of cultural events that draw tourists to the city and contribute to Thunder Bay's economic growth.⁶

Accessibility of art: The City has established a number of public art initiatives in recent years to help breathe life into the city, creating opportunities for local artists, and providing visual indicators that art and culture lives in Thunder Bay. Recent celebrated initiatives have included temporary art installations, such as the Art Bus and traffic light box initiatives. The waterfront is also home to a number of significant permanent public art installations.

Representation of Indigenous art: While there is more work to do, Indigenous art is represented through spaces and venues including the Spirit Garden, Thunder Bay Art Gallery, Definitely Superior Art Gallery, and the Painted Turtle Shop.

⁶ City of Thunder Bay, [CEDC Launches New Tourism Support Programs](#)



A growing waterfront: The city is beginning to attract more tourists coming off of cruise ships, landing right on the waterfront. The waterfront redevelopment underway – which will tie together a number of heritage sites and cultural institutions, including the future site of a new Thunder Bay Art Gallery – paints a promising future and creates opportunities for arts and culture right on Thunder Bay’s shores.

Proximity to nature: Thunder Bay is known for its beautiful landscapes and is a prime destination for outdoor enthusiasts. The proximity to nature has inspired stories for generations – such as Indigenous stories tied to Nanabijou (Sleeping Giant) – and continue to play an integral role in inspiring local arts and culture.

Regional network: Thunder Bay serves as a central hub within a broader Northwestern Ontario network. The city is strengthened by a supportive network of partners across the region, providing opportunity to collaborate to collectively advance and promote arts, culture, and heritage. Outside the region, the City is also participates in wider-scale conferences and organizations, such as the [Creative Cities Network](#) and [Festivals & Events Ontario](#).

Diversity: Thunder Bay’s rich tapestry of different cultures – including a sizeable Indigenous population and strong Finnish, Italian, Ukrainian, and Indian communities – all contribute to the variety of cultural and culinary experiences available in Thunder Bay. As the population continues to grow, new community members have driven new cultural events. Moreover, Thunder Bay is home to a strong 2SLGBTQ+ community, who puts on Thunder Pride each June. This diversity of cultures and lived experiences makes Thunder Bay a more welcoming environment and helps makes the city a more enjoyable place to live. The City of Thunder Bay continues to be committed to advancing equity and access, by supporting and providing opportunities for equity-deserving groups.

The Process

Create, Connect, Grow: A Plan for Culture in Thunder Bay was developed in close collaboration between Nordicity and the City of Thunder Bay's Recreation and Culture Division. The plan was crafted through a four-phase process, deeply rooted in community engagement from design to delivery.

Figure 1: Overview of the Culture Plan Process



The process began with an extensive background research and analysis phase (Phase 1) to build a holistic understanding of Thunder Bay's cultural context. This research involved an internal document review; examining Thunder Bay's local policies; reviewing its arts and cultural assets, services, and programming; and exploring comparable municipalities.

A key part of the process was an extensive engagement strategy that sought input from the sector and the Thunder Bay community (Phase 2) to learn about the current state of arts, culture, and heritage in the city, what a culture plan would need to address, and a future vision for Thunder Bay. The findings from both Phase 1 and Phase 2 were then crafted into a preliminary framework for validation (Phase 3). The framework was presented to Council as an interim touchpoint, and was subsequently brought forth to the public for feedback during Culture Vibes on March 6, 2024 at the Baggage Building Arts Centre. The insights and feedback received through the engagement and validation process has been used to refine the objectives and recommendations presented herein.

Through engagement and validation touchpoints, the following interest groups were engaged:

- Internal City stakeholders including roundtables and interviews with City staff, Councillors, committee representatives, and tourism entities.
- Arts, culture, and heritage sector including roundtables and interviews with members of the Arts and Heritage Alliance (AHA), event organizers, artists, heritage and community arts organizations. A sector-wide survey was also distributed through Get Involved Thunder Bay.
- Community interventions, including a youth pop-up at the Kinsmen Centre, pop-ups at Live on the Waterfront and Goods and Co, and a public open house at the Baggage Building Arts Centre on March 5, 2024 to validate the initial framework of the plan. A community-wide survey was also distributed through Get Involved Thunder Bay.
- Indigenous community discussions with various artists, organizations, educators, cultural leaders, and regional bodies including Fort William First Nation, Métis Nation of Ontario, Indigenous Tourism Ontario, and Nishnaabe Aski Nation.



5 community pop-ups
~ 272 engaged



44 interviews
~ 52 engaged



6 roundtables
~ 54 engaged



1 survey on Get Involved Thunder Bay*
~ 78 engaged



1 open house
~ 100 engaged

**The survey had targeted questions for both the arts and culture sector, as well as the broader community. The City of Thunder Bay and Nordicity recognize that certain limitations may have prevented individuals from engaging fully through the Get Involved platform, specifically the requirement of creating an account to submit a response .*

Culture Plan Overview

Beginning with an overarching vision for Thunder Bay *Create, Connect, Grow: A Plan for Culture in Thunder Bay* provides measurable objectives and recommended actions structured under five key pillars.

- **Vision:** An aspirational statement, highlighting what the culture plan will help the City work towards achieving.
- **Pillars:** Broad strategic goals that are designed to help reach the overarching vision.
- **Objectives:** Targeted goals in service of the broader pillars with measurable outcomes.
- **Recommended Actions:** An internal version of the Culture Plan includes actions for the city to undertake (whether as a leader, connector, or supporter) in achieving the objectives.
- **Guiding Principles:** These principles underscore the plan and are woven throughout the objectives and actions, reflecting and reinforcing the City of Thunder Bay's broader values.

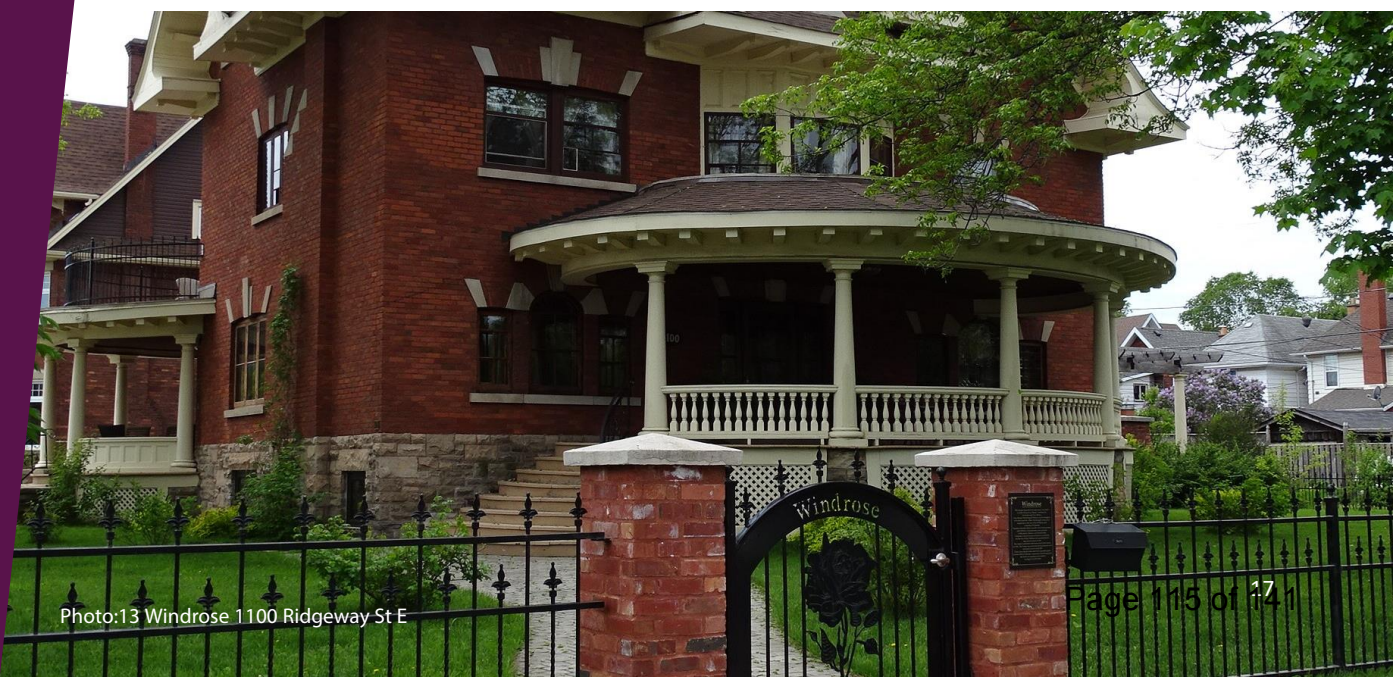


Photo: 13 Windrose 1100 Ridgeway St E



Vision for Arts, Culture, & Heritage

In Thunder Bay, we envision culture at the core of everyday life. Our city is recognized and celebrated as an Indigenous gathering place, and a place where diverse traditions and heritage converge to bring us all together (Maamawe). With a thriving cultural landscape that proudly celebrates its exceptional talent, heritage, and programming, Thunder Bay is a dynamic, year-round destination for both residents and visitors.



Guiding Principles

Arts, culture, and heritage in Thunder Bay:

- Is diverse, equitable, inclusive
- Is accessible to all
- Supports environmental sustainability
- Supports community safety and well-being
- Is constantly innovating
- Tells the stories of the land and community
- Is an essential contributor to economic prosperity
- Is strengthened by a regional approach

The Pillars

PILLAR 1

Celebration & Promotion
Mamakadendan Dagoo
Waabidehyawmin

PILLAR 2

Spaces & Places
Daawamagad Dagoo
Achigmigad

PILLAR 3

Community Connection
Anakay Dinakii

PILLAR 4

Honouring & Supporting
Indigenous Art, Culture, &
Heritage
Manadendan Dagoo
Wiidokadan Anishinaabe
Bimaadiziwin

PILLAR 5

Leadership & Support
Ogemahwin Dagoo
Wiidookagehwin

Pillar 1:

Celebration & Promotion

LLbUC^a C_d ΔΛU4_r^a

Mamakadendan Dagoo Waabidehyawmin



Purpose: To increase awareness of cultural activities in Thunder Bay, and continue to build on the visibility of the arts, heritage and cultural assets already established.

Thunder Bay is a diverse community with a vibrant artistic community, and passionate and dedicated citizens that want to share the story of their city. Awareness of all of the arts, culture and heritage activities happening is currently fairly insular. There is an opportunity for more sharing, collaboration, and cross-cultural exchange, and to collectively come together to celebrate all that makes Thunder Bay unique.

The objectives and actions that are part of this pillar will facilitate increased awareness of Thunder Bay's cultural offering for citizens and visitors alike. This pillar also leverages arts, culture, and heritage to tell a dynamic story of Thunder Bay, to increase local pride, and to solidify arts, culture, and heritage as a reputation-driver for Thunder Bay.

Tie-in to Strategic Plan: This pillar advances the City's goal of "Collaboratively create an attractive and supportive environment where people and businesses can flourish."

Objectives

- 1.1:** Integrate arts, culture, and heritage into the narrative of Thunder Bay.
- 1.2:** Increase knowledge of and access to information about arts and culture activities locally.
- 1.3:** Promote Thunder Bay as an arts and culture destination for tourists.
- 1.4:** Showcase and celebrate the diversity of cultures in Thunder Bay.

Outcomes

- ✓ Increased awareness, reputation, and recognition of Thunder Bay's diverse arts, culture, and heritage across the region.
- ✓ Increased engagement on the City's community channels.
- ✓ Increased pride in local arts, culture, and heritage among community members.
- ✓ Increased participation in events and arts, culture, and heritage programs.
- ✓ Increased number of tourists in Thunder Bay.

Pillar 2:

Spaces & Places

С.А.Гб^с Сd АГб^с

Daawamagad Dagoo Achigmigad



Purpose: To ensure there are spaces for artistic and cultural presentation and creation, and provide places for community members and visitors to engage with arts, culture, and heritage.

There are many spaces within Thunder Bay that showcase art and culture, alongside numerous natural and built heritage sites. At present, there is a need for spaces and facilities that would better enable year-round events and cultural activities, and improved access to creative space among the sector. Additionally, the Baggage Building Arts Centre is currently underutilized but holds ample potential given its prime location on the waterfront. There is also appetite in the community for more public art and beautification efforts to enhance the vibrancy of the city and to celebrate and acknowledge Thunder Bay's Indigenous roots. Arts, culture, and heritage can and should be integrated in all urban design projects, as it is key to fostering a sense of place and belonging within the community.

The objectives and actions outlined in this pillar will lead to increased access to space among the sector and more vibrant visual indicators of cultural activity spread throughout the city. As a result, these outcomes will not only make Thunder Bay a more appealing place to live, work, and play, but also a place where arts and culture can thrive.

Tie-in to Strategic Plan: This pillar advances the City's goal of "creating and maintaining strong neighbourhoods and Indigenized spaces where people connect and engage."

Objectives

- 2.1:** Activate the Baggage Building Arts Centre (BBAC) as a centralized hub for arts, culture, and heritage and a draw for visitors to the area.
- 2.2:** Enhance public art and creative placemaking within the city.
- 2.3:** Honour and recognize Indigenous presence, history, and culture throughout the city.
- 2.4:** Support sector access to creative space and year-round opportunity.
- 2.5:** Preserve the natural and built heritage of Thunder Bay, and integrate culture and heritage into urban design.

Outcomes

- ✓ Increased foot-traffic in and regular use of the BBAC.
- ✓ Increased number of public art and creative placemaking activations throughout Thunder Bay, and in particular, Indigenous-led activations.
- ✓ Greater public knowledge and understanding of Indigenous heritage and culture.
- ✓ Increased number of arts, culture, and heritage integrations in urban design, placemaking, and beautification projects.
- ✓ Increased awareness and use of existing spaces in Thunder Bay for arts and cultural use by both the public and the sector.

Pillar 3:

Community Connection

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Anakay Dinakii



Purpose: To ensure there are diverse opportunities for people to get involved and further integrated into the community (including newcomers, international students, Indigenous adults and youth, and community members from diverse cultural and economic backgrounds and circumstances), and to leverage arts, heritage and culture to foster an increased sense of civic pride, cohesion, and well-being.

In Thunder Bay, there is a variety of diverse, accessible programming, offered by the City and also various community groups offering programming and experiences. Not all programming is as open and accessible as it could be. There are several barriers that this pillar aims to address, including cost; transportation; and programming for a variety of ages, seasons and locations.

The objectives and actions in this pillar will support the City to build greater connection between arts, heritage and culture activities and the Thunder Bay community for an increasingly connected community. As of 2023, immigrants make up nearly 9% of Thunder Bay's population.⁷ Expanding opportunities for the community to be involved and for newcomers to volunteer, gather, and connect will help contribute to more pride in place for residents, and grow Thunder Bay as a great place to live, work, and visit.

Tie-in to Strategic Plan: This pillar supports the City's priority of "collaboratively create an attractive and supportive environment where people and businesses can flourish".

⁷ CBC News, [Newcomers are fueling an African business boom in Thunder Bay, Ont.](#)

Objectives

- 3.1:** Ensure a variety of year-round arts and culture programming and experiences for all.
- 3.2:** Build a more engaged and connected community through arts, culture and heritage.
- 3.3:** Strengthen partnerships to activate public spaces across the city.
- 3.4:** Address barriers to access to promote wider participation in cultural activities and running community events.

Outcomes

- ✓ Improved well-being, quality of life, and civic pride among Thunder Bay residents.
- ✓ Greater awareness of volunteer opportunities and increased volunteerism for arts, culture, and heritage organizations.
- ✓ Increased participation in events and arts, cultural, and heritage programming – especially among youth and seniors.
- ✓ Increased number of neighbourhoods with arts, culture, and heritage activations.
- ✓ Increased satisfaction among community event organizers with City support and services.
- ✓ Increase in public satisfaction with quality and accessibility of City-run events.

Pillar 4:

**Honouring & Supporting
Indigenous Art, Culture, & Heritage**

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**Manadendan Dagoo Wiidokadan
Anishinaabe Bimaadiziwin**



Purpose: To follow the lead of the local Indigenous community in ensuring there are spaces and opportunities to gather, practice, share, and honouring Indigenous culture within the city.

A vibrant community of Indigenous artists, artisans, musicians, storytellers and organizations contribute significantly to Thunder Bay's cultural tapestry. However, there is a recognized need to collaborate and further boost their work. As noted through engagements, the Indigenous community strongly desires an Indigenous Cultural Centre and dedicated cultural spaces to gather and serve as a safe space in the community. Additionally, Thunder Bay has the potential of becoming a prominent Indigenous gathering space and hub for Indigenous knowledge not only within the local community, but within the region and beyond. Valuable traditional skills, such as birchbark canoe making, are being actively preserved and revitalized. There is also room to strengthen connections between the City and Fort William First Nation, Nishnawbe Aski Nation, Matawa First Nations, Indigenous Tourism Ontario, as well as various local educational centres including the Northern Nishnawbe Education Council (NNEC), and Indigenous organizations.

The objectives and actions laid out in this pillar will help lead to strengthened representation, acknowledgement, celebration and inclusion of Indigenous culture, shared community recognition and understanding, and improved well-being for Indigenous peoples in Thunder Bay.

Tie-ins with Strategic Plan and other plans and policies: This pillar advances the City's goal of "strengthening the City's relationships with Indigenous communities, leaders and organizations to advance Truth & Reconciliation priorities together." This pillar also looks to strengthen the directions laid out in the City's Indigenous Relations and Inclusion strategy.

The actions in this pillar have also been informed by and will be guided by other commissioned reports and City policies, including:

- [United Nations Declaration on the Rights of Indigenous Peoples;](#)
- [Truth and Reconciliation Commission of Canada Calls to Action;](#)
- [Relationship Agreements between the City of Thunder Bay and Indigenous partners.](#)



Objectives

- 4.1:** Collaborate on purpose-built space for the Indigenous community.
- 4.2:** Increase economic opportunities for Indigenous artists and organizations.
- 4.3:** Cultivate Thunder Bay into a centre for Indigenous gathering and knowledge.
- 4.4:** Celebrate and support the vitality and diversity of Indigenous culture and events.
- 4.5:** Enhance public education and understanding of Thunder Bay's shared history and Indigenous culture.

Outcomes

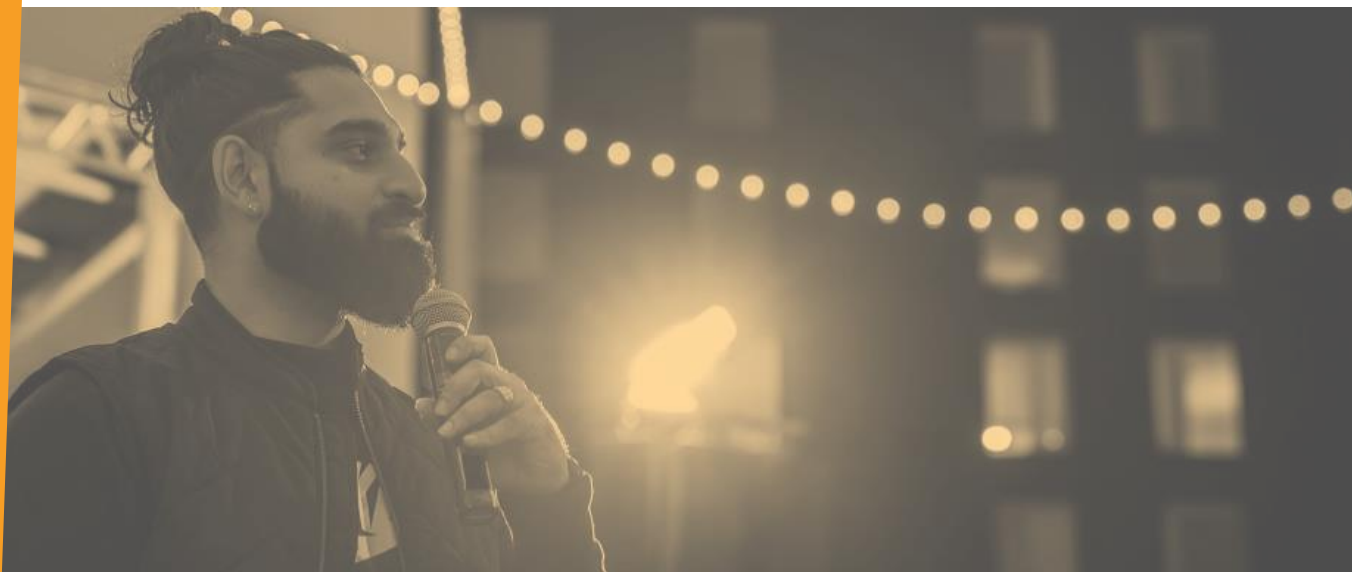
- ✓ Improved quality of life and well-being for Indigenous community members.
- ✓ Enhanced reputation of Thunder Bay as hub for Indigenous gathering in the region.
- ✓ Increased public knowledge and understanding of Indigenous culture.
- ✓ Increase in number and success of Indigenous artists and organizations.
- ✓ Increase in public awareness of Indigenous contributions (both economic and social) to the community.
- ✓ Increase in number of cultural initiatives identified and developed to advance Truth and Reconciliation efforts.
- ✓ Strengthened relations between the City and Indigenous partners.

Pillar 5:

Leadership & Support

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**Ogemahwin Dagoo
Wiidookagehwin**



Purpose: To build capacity to support the arts, heritage and culture sector, and to ensure artists and arts, heritage, and culture organizations have the supports needed to thrive.

The arts, culture, and heritage sector in Thunder Bay is strong and resilient, but are somewhat siloed and disconnected. There is a broader need for a unified voice to champion audience development, advocacy, and capacity building in the sector. Economic opportunities would also help to strengthen the sector, and not all artists are aware of what financial supports exist and how to navigate them. Moreover, the sector points to staff and volunteer capacity challenges, pointing to a need to improve the talent pipeline and secure the future generation of culture workers in the city.

The City of Thunder Bay currently has a small and nimble Recreation and Culture Division that is responsible for the delivery of cultural services. However, a small team means that most staff are pulled away from other core responsibilities to support major events during the busy summer months. Additionally, there is a current capacity challenge with administering grant funding.

Investment (time, resources, support) is necessary to ensure there is continued, ongoing leadership and support. Leadership will need to prioritize arts, culture and heritage, trickling down to cross-departmental collaboration to move initiatives forward. Increased City capacity in grant administration, and running City-led events would have significant impacts on the delivery of cultural services for the sector and community alike.

Tie-in to Strategic Plan: This pillar advances the City's goal of "improving access to supports for priority populations to narrow gaps in equity."



Objectives

- 5.1:** Facilitate shared services and knowledge sharing across the sector.
- 5.2:** Galvanize financial support for the sector.
- 5.3:** Strengthen City capacity and enhance awareness and transparency around City support.
- 5.4:** Foster growth of artistic talent and the creative economy.

Outcomes

- ✓ Increased amount of resource sharing and number of cross-sector collaborations.
- ✓ Increased public awareness and understanding of the value of arts, culture, and heritage.
- ✓ Increased sector capacity in terms of volunteer and staff resources.
- ✓ Improved business skill development among the sector.
- ✓ Increased sector satisfaction with City support.
- ✓ Greater City capacity to support arts, culture, and heritage, and plan more effectively for City-led events.
- ✓ Increase in audience development for local talent.
- ✓ Enhanced reputation and positive narrative of Thunder Bay.

Many thanks to those who contributed to the development of this Plan:

Steering & Executive Committees

Laurie Abthorpe, Cultural Development, Community Programming & Events

Louisa Costanzo, Community Safety & Well-Being

Thom Currie, Representative, Arts and Heritage Alliance

Scott Garner, Representative, Accessibility Advisory Committee

Donna Gilhooly, Representative, Heritage Advisory Committee

Alyssa Grace, Ministry of Tourism, Culture and Sport

Callie Hemsworth, Recreation & Culture Division

Alain Joseph, Indigenous Relations Office (Tanis Thompson)

Stacey Levanen, Corporate Communications & Community Engagement

Devon McCloskey, Planning Services

Laura Montgomery, Canadian Heritage (PCH)

Cynthia Olsen, Strategy & Engagement

Paul Pepe, Tourism Thunder Bay

Leah Prentice, Recreation & Culture

Werner Schwar, Parks & Open Spaces (Guy Walter)

Penelope Smart, Representative, Public Art Committee

Albertus Viljoen, Representative, Clean, Green, and Beautiful

Christina Wakefield, City Archives

Deanna Walker, Realty Services

James Wilkinson, Indigenous Relations Office

David Wilkinson-Simard, Representative, Indigenous Performing Arts Alliance

Committees & Associations

Anti-Racism & Equity Advisory Committee

Arts and Heritage Alliance (AHA)

Community Economic Development Commission

Clean, Green, and Beautiful Committee

Digital and Travel Media, City of Thunder Bay

Fort William Business District BIA

Tourism Thunder Bay

Waterfront Development Committee

Organizations

BrewHa Festival

Breakwater Events

Buskers Festival Thunder Bay

Community Arts and Heritage Education Project (CAHEP)

Community Economic Development Commission

Dennis Franklin Cromarty High School

Fort William Historical Park

Goods and Co. artisans

Lakehead University

Magnus Theatre

Northwestern Ontario Sports Hall of Fame

Northwestern Ontario Writers Workshop

Rainbow Collective of Thunder Bay

Superior Theatre Festival

St. Joseph's Care Group

Thunder Bay Art Gallery

Thunder Bay Community Auditorium

Thunder Bay Multicultural Association (TBMA)

Thunder Bay Museum

Thunder Bay Public Library

Thunder Bay Regional Health Services

Indigenous Partners

Indigenous Tourism Ontario

Fort William First Nation

Metis Nation of Ontario, Thunder Bay

Nishnawbe Aski Nation

And the many individual artists, cultural leaders and youth that gave their time and insights. Thank you!



Community Services Department

Memorandum

TO:	Krista Power, Director – Legislative Services & City Clerk	FILE:
FROM:	Leah Prentice, Director Community Services – Recreation & Culture	
DATE:	04/10/2025 (mm/dd/yyyy)	
SUBJECT:	Presentation – Culture Plan Report 095-2025 (Community Services, Recreation & Culture)	
MEETING & DATE:	Committee of the Whole - 04/28/2025 (mm/dd/yyyy)	

I am requesting permission for Laurie Abthorpe, Supervisor - Cultural Development, Community Programming & Events and Megan Lynch, Senior Manager - Nordicity Group to provide a presentation along with Report 095-2025 Culture Plan (Community Services, Recreation & Culture).

Sincerely,

Leah Prentice

Memorandum

Office of the City Clerk
Fax: 623-5468
Telephone: 625-2230

TO: Mayor & Council

FROM: Krista Power, Director-Legislative Services & City Clerk

DATE: Tuesday, April 15, 2025

SUBJECT: Outstanding List - Administrative Services Session as of April 15, 2025
Committee of the Whole – April 28, 2025

The following items are on the outstanding list for Administrative Services:

Reference Number (yyyy-nnn-MTG)	Depart/Division	Outstanding Item Subject	Resolution Report Back Date	Revised Report Back Date
2009-028-ADM	Corporate Services & Long Term Care / Financial Services	Landfill Gas Generation Project	Apr-01-2012	Dec-22-2025