



Memorandum

Office of the City Clerk
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TO: Members of Council
FROM: Ms. K. Power, City Clerk
DATE: Friday, September 18, 2020
SUBJECT: **Additional Information**
Special Committee of the Whole – September 24, 2020 City of Thunder Bay
Program and Service Review

COMMITTEE OF THE WHOLE

Additional Information

1. City Program & Service Review: Citizen Feedback on Phase 2 Grant Thornton Report – June 30 – July 31, 2020

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City Program & Service Review

Citizen Feedback on Phase 2 Grant Thornton Report

June 30 – July 31, 2020

Citizens were invited to provide their comments on the Phase 2 Grant Thornton Program & Service Review Report through an open comment box on Thunder Bay's Get Involved webpage from June 30 – July 31, 2020. A total of 81 comments were received, and 514 citizens visited the webpage to gain more information during this time.

Based on a thorough review of all comments, the following themes have emerged.

Emerging Comment Themes

A variety of City programs and facilities were listed both in support of cuts and against cuts (see listing below). The Conservatory, Golf Courses, and Port Arthur Stadium had a strong voice of support to remain open.

Citizens also felt City Management should be cut-back and the workforce restructured for efficiencies.

While citizens agreed the City must be fiscally responsible, many had a negative view of the overall Report and its recommendations. Concerns centred around the Report being too solely focused on financial impacts and not taking into account socio-economic factors and benefits to the overall health and well-being of the community despite the cost. It was viewed that recreation and quality of life aspects were undervalued. It was also felt the Report lacked detail and depth, proposed too many facility cuts, and did not do enough to re-image, innovate and recommend restructuring operations and governances.

Citizens felt their input into the Program and Service Review was important and had several varied comments about the Review process including a desire for more opportunities to give input beyond online (which was unfortunately due to the pandemic situation). Some citizens also provided their own recommendations (listed below).

High-level Comment Overview

A high-level overview of the comments follows. The full verbatim comments are available in a 20 page Report.

Where superscript numbers appear, this indicates the comment has been mentioned and supported multiple times beyond the initial statement. Note that individual comment submissions may have included multiple topics due to the open ended nature of the feedback comment box (i.e. multiple bullet points on various topics may have originated from a single feedback participant).

Comments have been divided into the overarching categories of: support for cuts, disagreement with cuts, feedback about the Report (positive and negative), and feedback about the process (positive, negative, and citizen recommendations.)

SUPPORT FOR CUTS

- Cutback Management and their salaries and restructure City workforce to make to make more efficient use of staff time⁶
- Close or sell the Golf Courses⁴ – *other courses available in Thunder Bay, consider closing one*
- Close or repurpose Boulevard Lake swim area²
- Eliminate or reduce the Sister Cities Program² – *leave this to other organizations like College & University, or scale back the program to fewer cities*
- Close the Conservatory²
- Reduce outdoor hockey rinks² – *carefully consider which locations*
- Make changes to Canada Games Complex¹ – *reduce front desk staff*
- Reduce taxes¹
- Support automatic water meter readers¹
- Improve use of City vehicles/fleet management¹ – *vehicle idling, taking vehicles home, right size vehicle for job*
- Focus on technology and transform City processes
- Cut back number of City Councillors – *eliminate the ward Councillors*
- Cutback on roads spending
- Phase out private home childcare program
- Close childcare
- Close Victoriaville Mall
- Sell Port Arthur Stadium
- Sell Jumbo Gardens
- Sell Vale Community Centre
- Reduce Muskeg Express hours
- Close parts of Chippewa – *keep the carousel*
- Provide an alternative care method at the long-term care home – *possibly a compassionate method*
- Explore water management and reducing costs associated with the water treatment plant
- Keep Homes for the Aged/Jasper Place public but streamline Jasper Place staffing

DISAGREEMENT WITH CUTS

- Keep the Conservatory¹⁹ – *escape from local winter conditions, educational for children, accessible recreation, valued by community and tourists, possibly charge a small entry fee, partner with other local organizations to optimize usage, balance financial concerns with the need for natural spaces and infrastructure for vulnerable groups, provides affordable plants/flowers for City grounds*

- Keep the Golf Courses¹¹ – *don't eliminate one sport while supporting other sports, important to attract people to our city, outdoor recreation, well-used by citizens, important for mental well-being, invest to optimize and generate revenue, needed for youth, option for those who can't afford country clubs, should cut the rates to increase usage, host lots of big events*
- Keep the Port Arthur Stadium⁵ – *residents rally behind sports teams, brings the community together, great to host big events*
- Keep Boulevard Lake swimming area⁴ – *this is free recreation, many don't have camps, consider no lifeguards, improve the water quality to increase usage*
- Keep the rinks² – *skating rinks are used all season and important, while the number of rinks is large for our population it is not for our area – this is a function of sprawl and better addressed by managing growth and zoning*
- Keep the Sister Cities Program¹ – *it could have brought back many ideas we paid for this in Review*
- City run child care is important¹ – *needs investment and an overhaul, are important so people can go to work*
- Keep oversight of private home childcare which often services vulnerable populations
- Need to keep activities/facilities that don't require user fees
- Improve and invest in Transit
- Maintain long-term infrastructure, do not dispose of for short-term financial gain
- Expand the existing Police Station
- Do not reduce services at the Canada Games Complex – *an affordable option for those who can't afford expensive gym memberships*
- Keep the Muskeg Express – *The Report calls the Muskeg Express a "cost" when policy is not to run it at full cost recovery model because full cost recovery reduces accessibility to low-income populations*
- Community Centres may cost money but still bring value
- Keep Chippewa – *keep rides which contribute to resident quality of life, build more cabins for revenue*
- Home-owner should not have to shovel sidewalks

FEEDBACK ABOUT REPORT

Positive

- Need to be fiscally responsible and efficient⁵
- Impressed with the detail in the report/ comprehensive report²
- Support the recommendations in the Grant Thornton Report

Negative

- Doesn't take into account social/economic/neighbourhood factors, program participation/usage, the fact that social value can outweigh fiscal value, and overall benefit to the community⁸
- Report lacks detail, cost savings amounts, supporting documentation, has omissions and misunderstandings, and does not go to enough depth⁷
- Report undervalues recreation, sports and parks, resident's quality of life, attracting and retaining new and young people⁷
- Report doesn't do enough to re-image, innovate, and restructure operations and governance⁵
- Too much focus solely on financial impacts⁵
- Too many cuts proposed by Grant Thornton Report / disagreement with the Report⁵
- Citizens provided their own full set of independent recommendations different from the Report³
- City is considering closing many City facilities (with no/low fees) while investing in a new expensive indoor turf facility (not affordable to all)²
- Doing this Report/study was a waste of money²
- More cuts needed than what is listed in the Report
- Some aspects of the Report (childcare) use comparisons to other cities that have drastically different population sizes
- Portion of Report around 'sanitation' unfairly measured – based on 2017 & 2018 years which had extenuating circumstances

FEEDBACK ABOUT THE PROCESS

Positive

- Citizen input is important in this Review/appreciate the opportunity to give input²
- Doing this review is important

Negative

- Disappointed with the feedback mechanism³ – *online survey hard for seniors to access, report hard for many to understand, not everyone has computer access/skills, other ways to provide feedback needed*
- Consultants should have been hired to recommend how to make services better rather than shut them down¹
- This Review process has taken too long
- Financials were not available right away to the public
- Program & Service Review should not have proceeded during the pandemic
- Citizens did not understand the importance of providing their feedback and the severity of this Report's consequences – lack of transparency
- Study should have included EMS

- Why was the Thunder Bay Community Auditorium not included in the Review?
- Shouldn't hire consultants to do the study, do the work in-house
- Feedback opportunity should have been a survey with multiple questions about the Program & Service Review and not solely an open comment box

Citizen Recommendations

- Cut items that will have the quickest return on investment to mitigate taxes in 2021 and 2022
- Do a plebiscite for tax payers to vote on what to get rid of
- Interview former and exiting employees for recommendations on efficiencies in the City
- Make a decision on Victoriaville
- Make a decision on the truck route
- Market city facilities more (i.e. campgrounds, Chippewa)

More information about citizen engagement during the Program and Service Review is available at www.thunderbay.ca/GetInvolved.

Share Your Feedback: City Program & Service Review

SURVEY RESPONSE REPORT

30 June 2020 31 July 2020

PROJECT NAME:

Program and Service Review



CITIZEN COMMENTS

Q1 | Share your comments on the Program and Service Review:

6/30/2020 08:15 PM

It's insulting as a tax payer to even have to try and choose what should go. We have a population just north of 100,000 people and 452 people on the sunshine list. That's the issue.

6/30/2020 08:21 PM

City run day cares may need an overhaul but how can you really make that determination when they have been closed since March? Open them back up so that people can get back to work. Do not leave them closed and then reopen with the school year. The start of the year is usually a disaster for the daycare, don't add that to the mix.

6/30/2020 08:23 PM

All opinion should be brought forward to council

6/30/2020 08:26 PM

Having worked for the Corporation for over 30 I have seen my fair share of attempted and actual cuts. The suggested cuts by the consultants are a "drop in the bucket". The real cuts need to be personnel; specifically a level of management that was "added" to increase "Directors" and GM's salaries. Cutting front line staff who are the lowest paid and generally not even full time employees has been the past administration's method of saving money. Yet it is these front line staff who perform the duties that most affect the public. Union and low level supervisory staff have had to "make due" with duct tape and recycled equipment while upper management were getting new technologies, new offices and more support staff. If you look at social media you will see there is a wide consensus to eliminate the "ward system" of councillors. With a declining population and tax base, it only seems financially prudent to take a serious look at having 6-8 councillors at large. I would hope the people who run for office would look at the city as a whole and not favour one specific ward.

6/30/2020 08:37 PM

Port Arthur Stadium is a staple of the community. It provides a place for people to gather and forget about the everyday grind life can be. Everyone in our city can rally behind a sports team like the Border Cats and relax for an evening. If Port Arthur Stadium is sold who knows what will happen if we could lose the ballpark. Why was there not an option to also sell the Fort William Gardens? There's not much going on during the summer there. I have lots of great memories with family and friends at Port Arthur Stadium and would be devastated to see it go.

6/30/2020 08:45 PM

We love the conservatory. It is of particular value to those of us who don't escape winter. There will be many more people here all winter. Please keep it. Please keep the baseball stadium. P.A. Stadium is important for people here to have community spirit. I volunteered at The U 18 World Baseball Cup. What a wonderful event! This was the second time people from all over the world came here. Good family events. Both venues deserve full tax support . I support my taxes going to both.

6/30/2020 08:58 PM

If you get rid of the golf courses then get rid of all the rink , community centres, tennis, pools, Canada games complex. Get my point. You can't get rid of one sport and provide for the others like a soccer plex

Grant Thornton is not considering the needs of the citizens of Thundar Bay in

6/30/2020 09:52 PM

being able to participate socail activities for unless their pay use fees in your city propertyies

6/30/2020 11:20 PM

I am in favor of all recommendations except the recommendation to close The Conservatory. Apart from being an important Avenue for accessible recreation for all citizens including those with disabilities, it has value as an educational resource especially for children. The venue if appropriately renovated could've used to host private events and a cafe. Bother these could actually turn the facility into a revenue generator. Shutting down the two golf courses is a sound recommendation,since the city already has many other golf courses. Golf courses put ecological burden due to deforestation and weedicide use

7/01/2020 12:33 AM

The cuts are too deep, too fast

7/01/2020 05:31 AM

Council needs to follow the recommendations

7/01/2020 07:45 AM

Long term infrastructure items need to be maintained and not disposed of for a short term financial issue

7/01/2020 08:12 AM

I am opposed to the closure of the conservatory, it is a place of solace and beauty to many people in our community and should be kept open I would be receptive to a small entry fee to help make it more viable or a increase to property taxes Municipal golf courses I am unsure what the answer is recreation is so important to the health of our citizens It seems detrimental to cut those things which are important to attracting new professionals and their families to our city

7/01/2020 09:22 AM

Overall, the report lacks detail (many items have no savings identified) and it ignores obvious areas of significant cost-savings. This seems to have been an exercise to demonstrate the City is "doing something" to control costs, more than a serious attempt to re-imagine and restructure operations and governance in the face of unprecedented fiscal pressures.

7/01/2020 09:29 AM

Closing Boulevard Lake swimming area would be a huge shame. Thats one thing people can go enjoy for free; they can take their kids to. How does a lake and sand cost money anyway? Take the life guard out and place a "use at your own risk" sign if you have to but its a lake and everyone should be able to use it. Especially considering the new dam work- we should be making boulevard MORE of an attraction now, not less. Grant Thornton should be ashamed and the City should never use them again. None of these suggestions are new or innovative. The city should've hired someone for a year contract for 60k to developpe this data, it can't be hard to look at city spending records and create a list. There are many things I'd love to see stay, but I just ask that council really think about the quality of life for the city residents and how some of these services add to that. Especially the services that even low income families can enjoy like Boulevard Lake beach.

There are always people swimming there and walking around the lake.
Thank you

7/01/2020 10:37 AM

Many of these programs need to be liquidated or transformed into cash generating assets. With Thunder Bay's relatively small tax base, council must be fiscally responsible. As a small city we cannot afford everything and as such we must choose what is most important to the citizens of Thunder Bay. Perhaps a vote where citizens can choose 1 program to keep will lend perspective on the importance of difference programs and services.

7/01/2020 01:21 PM

The review has some good advice but misses the mark on recreational amenities. The conservatory is well used and loved. All skating rinks are used throughout the season and important in encouraging physical activity in a season where it's harder to do so. By having so many of them it makes it easier for all people to get to one. The same goes for the golf courses, they are used by many and encourage time outdoors. We need to nurture local amenities not give up on them after not doing anything to improve them.

7/01/2020 02:41 PM

I disagree completely with the review. If you close everything that they recommended that you close there will be nothing left in this city. Thunder Bay is already going downhill and you want to close everything that is good in this city.

7/02/2020 08:04 AM

Good concept and change is needed.

7/02/2020 08:25 AM

KEEP the Conservatory!!!!!!

7/02/2020 09:12 AM

not as in depth as I was hoping. The focus on technology however was likely the most important part of this document for city administration. being able to appropriately archive within programs/on servers/ and in a long term database digitally is likely the most blatant cost savings potential for the city. Rather than spending \$500-\$1000/filing cabinet an expanded server & scanners at workstations would not only facilitate document retrieval streamlining workflow.

7/02/2020 09:24 AM

As a business owner I understand the importance of fiscal responsibility. That said, I am also a taxpayer and don't look at every investment the city makes as a profit making venture like some of our councilor's do. You have to have programs and services to encourage the citizen's to get out into our community and enjoy what we have to offer. This includes but is not limited to golf, the auditorium, Canada Games Complex, community pools, the conservatory etc. You need a mix to cater to the masses because someone may not like golf but likes to swim etc. You can't continually take our tax dollars to pay bills without offering something in return. Call it a lost leader of sorts like we call it in business.

7/02/2020 09:25 AM

Thanks for allowing us to respond.

7/02/2020 10:20 AM

Please do not close the conservatory or the Port Arthur Stadium. I do see the value in closing the city ran golf courses and the beach at Boulevard Lake

7/02/2020 10:24 AM

As a financial-centred review it is quite helpful. However, since it does not address social and neighbourhood factors, it is quite deficient. Our council cannot make such long-range decisions based on financial factors alone, with limited survey responses on the rest, which do not get the same analysis or priority. We have been here before...

7/02/2020 04:23 PM

Having gone over our last budget, personally I find the amount of money spent on roads ridiculous. If a roads speed limit is 50 or less, why does it need to be perfectly smooth? Lets concern ourselves with our main tributaries and patch the side roads where all too often peiple are speeding and endangering the families that live on them. I am not suggesting we altogether abandon these roads, rather just patch and maintain where a perfect surface is not needed. Patches provide free speed regulation. By doing so we could free up considerable tax dollars to maintain and improve city services that have a real impact on our citizens and tourists: social services, parks and recreation, transit! Transit cannot be stressed enough, imagine our city with a dedicated core to core transit line that would allow visitors to see our beautiful shoreline and downtowns easily, reasonably and safely. LRT would attract tourists and provide a much needed alternative for professionals in our city who do care about the environment and want conserve resources. The waterfront is beautiful, yes, but people visit cities that are accessible and easy to see, local traffic is a direct deterrent to this. I could go on, but that will have to wait.

7/03/2020 03:04 AM

Need to reduce taxes

7/03/2020 08:47 AM

to start with where is the review. I would like to read it in it's entirety

7/03/2020 09:25 AM

Well needed review however it requires a more in depth auditIng.

7/03/2020 11:16 AM

Comprehensive in most areas, but still a lot of unknowns, or speculation.

7/03/2020 12:02 PM

Covered a lot of ground. Focus was only on cost saving which I understand was what the consultant was asked to do. However, I believe a program and service review to be truly helpful to the City should be considering values that make the City attractive to current and potential residents. What are the features that will attract more people and companies to our city? Recreation and culture, interesting areas for shopping and activity, attractive appearance including roads, and good access to quality medical care are important. All of

these play a role in supporting the physical and mental health as well as the general well-being of our residents. Enhance them, don't lose them. I felt too many of the recommendations other than ones that put cost values on specific programs and places were much to general, more suggestions for further study. I believe many of these ideas could/should have been generated by managers and staff of the various City departments. There also was no mention of employee job satisfaction when making recommendations about changes in work areas.

7/03/2020 01:39 PM

I was impressed with all the detail provided.

7/03/2020 03:23 PM

Ready?

7/03/2020 06:46 PM

i think they looked at some good options, but, so much money is being spent on other things, right now, that are not necessary, but, they are not being listed in the review for deletion, and should be

7/04/2020 06:22 PM

Thanks for doing this.

7/05/2020 08:51 AM

City council has wasted more money on a study for which they already knew the answers. Why engage G/T instead of using your own staff? Nothing but a strategy to close facilities/eliminate services that was predestined!

7/05/2020 08:59 PM

haven't started it yet - why is this the first question?

7/05/2020 10:30 PM

Instead of closing these facilities why not sell them (ie: sell the golf courses to the Cardinal Group or Club Link)

7/06/2020 02:18 PM

In the division of the city's childcare sector I agree with decision to phase out Private Home Childcare. It is a costly program, where I feel the providers still do not have enough current education to be running these facilities at their homes. Alternatively they could apply for there own licence or hold fewer children and work for themselves. The amount of income they make holding overnight care in their homes and the amount they receive in lieu of vacation or extended day hours is astronomical, in comparison to well educated staff working at the other four city run centres.

7/06/2020 05:45 PM

I am appalled that council was presented with a 'review' that recommended the sale of virtually every city property that so many citizens enjoy for recreation and emotional well-being. To sell off historic golf courses, our ball park, the conservatory (that's particularly beneficial for the public good during the winter months) not to mention the closure of Dease pool, that benefitted so many children - all of these and more are simply incomprehensible! Grant Thornton certainly doesnt let civil minded goodness get in the way of a

balanced budget! It's odd that the same closures keep circling around - golf courses, conservatory...??

7/06/2020 07:06 PM

I found the review lacking any kind of analysis or documentation to support the very impactful decisions of closing facilities. The two golf facilities support 50,000 rounds of golf per season and approximately 15,000 different users ranging in ages between 3 years old and 95 years old. Men, women, seniors, juniors, as well as all different ethnicities. Municipal golf is what drives golf to be successful in a community as it affords accessibility and affordability that many private run facilities cannot. These two courses have been here in Thunder Bay for 70 years Chapples and 95 years Strathcona, adding to the lives of many. Golf provides a sport to many that would otherwise not play a sport at different times in your life as well as important exercise for the body and mental health. Many charities benefit by using our municipal golf facilities each season raising \$100,000 for local groups. The school boards use our golf facilities to provide golf competition to SSSAA golf each fall totalling 200 rounds. High schools and elementary schools visit our facilities each season for physical education classes and school outings to learn the game of golf. This year during the pandemic, city golf courses were the only recreational facility to open safely. The courses are seeing a 85-95 percent usage rate during most days. People are enjoying golf from all facets of the community and providing mental stress relief in these unprecedented times. The City courses also employ 55 staff on a seasonal basis between the two courses. The courses purchase many of the products required to operate the courses each year from local businesses. Both courses had 622 members in 2019 and during 2020 and Covid the members still reached 575. Both facilities also support a large area of maintained green space great for the environment, more oxygen through grass and trees, walking space for others to use when golf is slow or winter and fall times. Maintained green space provides for controlling storm water, animal habitat and an overall relaxing space within the City. How much would the cost of golf be to the tax payer. Even at losing \$100,000 the cost to your tax bill would be a few dollars. The review has spoken about golf in a very positive way other than saying it is performing poorly financially. Where is the supporting documents to support that and has golf shown an improvement over the last few years. The analysis is terrible and provides no documentation to support the recommendation.

7/06/2020 07:22 PM

The review suggests cutting all the programs that may not generate much money but are essential for quality of life in Thunder Bay. Maintaining programs that support pod Quality of life are essential if the city does not want to lose its tax payers and if it wants to attract new taxpayers. Young people won't stay If there is nothing here. Potential newcomers will go where there are recreational activities.

7/06/2020 07:27 PM

Keeping the two municipal golf courses would be vital to many many people's physical and mental health. Personally I cannot wait to start bringing my young children to play a game for a lifetime. I've met and played with so many unique and great people at both Strathcona and Chapples. I know there would be MANY MANY very disappointed and dissatisfied people if

they were to close.

7/06/2020 07:44 PM

We need to take this seriously since the City is funding events and programs that it is overextending itself in.

7/06/2020 09:19 PM

I acknowledge that the city is required to make spending cuts. I believe that the City of Thunder Bay municipal golf courses have the potential to create revenue for the city. Funds should be invested in order to optimize the management and operation of the facilities and policies.

7/06/2020 09:20 PM

It doesn't appear to be as comprehensive as it could have been. I would have liked it to include all services including EMS

7/06/2020 09:27 PM

I find it disappointing that the City of Thunder Bay are using such a poorly participated survey and report to close health and wellness facilities in the city—especially in the times of Covid 19. Feedback and comments are EXTREMELY difficult for the vast majority of our constituents to access. Poorly communicated to the aging population. Having to find the appropriate hyperlink; find the small black button saying “survey”. Registering. And taking the survey itself was extremely confusing. With the circumstances in place of permanent closures—a shame on the city for using this feedback as any form of credibility. Our constituents mental health and well being is being neglected from our councillors. Our councillors are not taking community integration seriously. Our city council is threatening to close highly valued facilities (for myself, golf services), without understanding how closely knit and beneficial its service brings to thousands. Be better.

7/07/2020 07:45 AM

One major thing that stuck out to me was the comparison of programs in Thunder Bay to other cities. Take childcare for example. Only two example cities were used and were on total opposite ends of the population spectrum, which is deceiving. Also, how can you come up with a decent/relevant average using those numbers (Beaumont and GTA)? The rest of the comparisons use multiple other cities in ON with similar sized populations to get an estimate. I think childcare needs to properly be reconsidered with other more relevant examples considering population size. I agree that some services need to be consolidated or sold. I also believe that there should be a restructuring of the City's workforce, starting with management. This study looks at fleet services but does not take into consideration the number of management and supervisor positions that are realistically not required.

7/07/2020 09:08 AM

I found the document lacking in information for a large part. The only information was on assets and net profit or loss for each.

7/07/2020 11:31 AM

The review is based on cost per program and savings to city if the programs were canceled. There is no review of the benefits for residents that participate in said programs. I did not see numbers to show participants attendance to programs. Thunder Bay has high density, low income, high crime areas. Would these factors be considered when discussing which programs should or could be removed. What is the city responsibilities for

social justice. What direction will you take to decrease drug crime in vulnerable neighborhoods. Do you put funds saved into policing or social programs. Do you support programs that have proven benefits in low income neighbourhoods. Do you support real diversity and unlearning racism programs. Is this discussion just for the purpose of cutting taxes.

7/07/2020 12:42 PM

I am dead set against the possible closure of the two city owned golf courses these facilities provide junior golfers and seniors with recreation at a cost affordable to both. I feel the juniors who utilize the golf courses would be hurt the most should they be closed due to them not being able to afford to go to a country club or let alone get out to the private courses. This would cause our youth to turn to other activities that may be undesirable and increase the need for policing. The city courses provide affordable recreation for citizens who cannot afford to join a country club. Also if municipal golf was made more affordable participation would increase because rate increases have priced out many of the citizens of thunder bay, therefor reducing the participation rate. Also our municipal golf courses do not need to be modelled after country clubs or priced as such, price rates more reasonable and the courses will be jam packed.

7/07/2020 04:51 PM

I am really concerned that many of the people who rely on the conservatory for mental health , respite, and for general well being are not able to participate in this survey. People who do not have access to computers for so many reasons, or the ability to use computers are left out in the cold by this type of process for gaining information. The conservatory serves the general public as well as all of those people who are not served by so many of the services our city supports: the community auditorium, sports facilities, the art gallery. Not that these are not valuable to our community, just that I believe it's important to have at least one facility that is open for people who cannot participate in other activities. I am also saddened by our council who have not done any work on this facility for many years. When saying that the conservatory does not provide a source of revenue to help support itself, council has not offered up renovations that would support income generation. Catch 22. I am horrified to see this gem on the chopping block

7/07/2020 06:33 PM

relatively comprehensive. close childcare programmes, and close conservatory

7/07/2020 07:28 PM

I don't think what you received was worth the money spent on this review Really that's all they could come up with Awful

7/07/2020 11:22 PM

Please consider the recommendations that offer the quickest return on investment. We need to consider the nice to have vs need to have. The conservatory is old, poorly attended, offers limited Benefits to the majority of citizens. Consideration to demolish and outsource to the private sector should be considered. The top 5 quick wins should be considered this year in order to help mitigate tax implications for 2021 and 2022. I would like to see a plebiscite for tax payers to vote on the what they want vs get rid of. This is

the only democratic way that those who need to pay for these items have a voice.

7/08/2020 12:21 AM

Move archives to digital; close Victoriaville mall, sell port Arthur stadium/jumbo gardens/and vale community Centers, find new purpose boulevard lake; review what's needs to be changed with the Canada games complex; do reduce hrs of operation of the muskag express and close the under utilized areas of Chippewa but keep our carousel housed there; reduce number of outdoor hockey rinks in the city (keep marina and one or two rinks in each section of Thunder Bay ex. One in current river, two in pa, two in fw, and 2 in Westfort);sell the golf courses however with chapels there was a contract signed years ago that if the land was to not be used for a golf course and sold the money would have to be given back to the family as this land was donated from what I understand so there would really be no profit from this I suggest making it to multi use indoor outdoor facility that everybody can use so kind of the proposed multi site for this area but make it like the event centre, Canada games complex, and indoor rec all in one and maybe have an outdoor rink there as well; keep the sister cities as it brings tourism to the city and vice versa, and maintains alliances with these cities and country's; as for the police station keep it where it is fix it and expand it up not out.

7/08/2020 01:47 PM

What you NEED to start to tackle is the fact that Property tax burden on many citizens of this city is rapidly becoming overwhelming. Additionally, many citizens are retired/elderly. You cannot simply increase taxation year after year: simple math the growth of taxation is many times the average wage growth: this erodes the earnings of the citizens. The effect of this crippling taxation is: lack of funds for living, lack of disposable income to spend and stimulate a local economy, driving away any new business and choking many of the existing small businesses, adding to increased depression and use of alcohol and drugs, increased crime rates, etc.....Don't believe me? Ask the DSAP folks what it is like for the many citizens who are financially devastated. Our police force is overwhelmed by drug related crimes.....is this due to a great environment that allows citizens to prosper and flourish, or is it the result of poverty and desperation? Also, you have been using the Water/sewer rate as an additional tax stream. Can you really just keep increasing these rates and not have detrimental effects on many of your citizens? How about the garbage tax introduced a few years ago.....take away a can and add a \$2 tax on what we had/paid for. Increase the tipping fees at the dump, at will. These increased fees get transferred to the consumer/citizens by business. City council needs to DECREASE, yes, DECREASE taxation on its citizens. This will actually benefit the city by helping allowing citizens to actually afford living expenses and perhaps have extra disposable income to stimulate the local economy. A suggested reading for all city council is: "How an Economy Grows and Why it Crashes" By Peter and Andrew Schiff. Look at what other communities are doing: ie/ Duluth MN has areas they want to develop that offer TAX FREE status if you bring a new business to that area (industrial/business park by airport). Recent TB

Newswatch article says Duluth is offering Costco significant TAX breaks to bring a store there.....what has our council done similar to this???

Nothing.....rather they increase taxation year after year. Recent travel opened my eyes to Sault Ste Marie's excellent sports field complex and waterfront. I suggest that someone study what they are doing right.....they only have 75,000 population and their sports field complex is stunning and huge: totally in a different world compared to our Chapple's park. Please start to take the advice of the experts you have hired: start making this city efficient. Some examples I have heard of and witnessed: Municipal vehicles being driven all over for personal use. Abuse of snowplowing overtime by employees waiting until holiday and overtime triggering times. Many employees watching a few work on street repairs. Perhaps: interview former and exiting employees and see what they have to say in terms of seeking efficiencies. I have heard from more than a few, that there is rampant inefficiency. (please note I know that there are a lot of hard working city employees and not every dept is inefficient.....in fact our Garbage collector's are absolutely amazing!) I ask that you PLEASE, for the future of this once great city: Take a long hard look at REDUCING the burden of taxation on your citizens. This is the only way that you are going to turn this economic and human depression around. Covid 19 is only adding to this issue as aprox 16% unemployment is a reality here in Thunder Bay. I know it is a tough and perhaps counter intuitive move, but in the long term it is essential and in fact inevitable: if you don't change course, you will in my opinion face a mass exodus and systemic collapse of this economy we call Thunder Bay. Perhaps the time has come to get rid of some facilities and services. Pairing down to the bare essentials is probably a good direction; you can always build back up as demand/economics allow. As much as I like golf and the conservatory, I would really rather have lower property taxes and water bills. Thank you very much for considering my thoughts and opinions.

7/08/2020 04:05 PM

I am hoping when Grant Thornton put together their recommendations for savings for the tax payers of Thunder Bay they did an internal review of all the staff members that are doing duplicate jobs of other employees. When there is a Manager of a departed it shouldn't be necessary to have two or three other supervisors under their direction to run their division. Example - should there be more managers, supervisors and lead hands in a department than actually labourers who do the work. I'm sure the salaries of all these duplicate employees is substantial. Another thing that I find hard to understand is when the city employs qualified individuals why they always have to hire consultants to study everything. Isn't that why the city has engineers and managers and supervisors. In my opinion the city should really look internally at all the top salary heavy employees.

7/09/2020 05:27 PM

I believe to many people do not understand how important for a city to have sports available year round. Not only for the health of our children but the economic value tournaments bring to our city. As a council you must look at the city as whole. Roads always will be needed to be done.

The Program service review mentioned about: 1) providing an alternative

7/13/2020 07:20 PM

care method at the LTC - possibly a compassionate method. It will be beneficial for the city to have successful experimental model of LTC considering the city has a population of elderly that is more than 60%. Looking into the long term future, it will be of benefit for the city to develop LTC services that can last and is viable. One possible way is implementing strategies like communal garden or greenhouses for the LTC where the residents can get involved with gardening activities. Another way to improve staff morale and resident involvement will be implementing day care within the LTC (<https://www.thestar.com/news/gta/2016/02/09/magic-abounds-when-daycare-seniors-home-share-roof.html>). There are many more successful experimental models that could cut costs for the city which should be looked into. 2) water management: While it is efficient to switch to automated meter reading, it has to be brought to notice that a job is taken away from the city, which could result in unemployment. Moreover, the costs with having professional service providers to maintain the technology could be higher. A five year expense chart for each should be developed and compared. Another prospective to be exploring into reducing the costs associated with the water treatment plant (<https://www.lenntech.com/natural-wastewater-treatment.htm>) 3) The conservatory rather than being shut down can become profitable, if the city can collaborate with Lakehead University or another R&D facility to maximize its utilization and have it open all year round. And at the same time, there could even be local school collaborations as a part of educating sustainable life sciences. The city should explore opportunities into having viable services in the long run by exploring successful practices from many other communities.

7/13/2020 11:20 PM

Keep the Conservatory open and in City hands. It is an incredibly valuable treasure within the City, and a great experience, education and social hub. It is a winter reprieve for many in the winter as well. Automatic water meter readers would be a wise investment. Highly support this recommendation. The City-run childcare is also incredibly important for the community. Preference is to see this stay in-house versus becoming private. Port Arthur Stadium is a cultural gem as well. Ideally would like to see this stay City-owned and run. I understand closing some outdoor rinks, but which locations should be very carefully considered as they are key grounds for youths and families, and health and entertainment in the cold winter. Their social value can far outweigh their fiscal value.

7/14/2020 02:04 PM

Very high level recommendations. Highly doubt much is used from this report. Reports need to be more specific. Really would like to see a personnel review comparing departments size and staffing to other municipalities of similar size and tax revenues. Also a review of salaries. Pandemic has been ongoing for 5 months, yet no planning done, then when told facilities can report it takes another 2-6 weeks. What exactly are these individuals doing with tax payer funds?

7/14/2020 03:02 PM

I do not feel that the Conservatory should be disposed of. It is a very important part of Thunder Bay tourism and recreation. Children, seniors and adults benefit from the programs offered. If properly managed, it could make

a profit....under the right guidance, of course.

7/14/2020 04:30 PM

I am concerned about the deficit and so feel council needs to cut expenses and should: 1. do the automated water meter 2. close Botanical conservatory or charge a user fee 3. close one golf course 4. close some out door rinks 5. close Boulevard lake beach 6.reduce the number of sister cities 7. improve use of city vehicles, (maintenance, private use, collisions) 8. make a decision on Victoriaville 9. make a decision on the truck route

7/18/2020 09:44 AM

We already had this same study earlier this year why are we wasting money to learn the same things?

7/18/2020 12:38 PM

The program and service review seemed to focus very heavily on closing recreational facilities (which was disappointing).

7/19/2020 09:25 AM

Some of the suggestions in the Consultant's report appear to be absolutely ridiculous. Selling off all those properties does not sound like the right way to go. Fist who would buy them and what would the city be left with.

7/20/2020 12:52 PM

Both Strathcona and Chapples golf course are a health service. They are two of four fully functioning (18-holes) services in the city— the other two being FWCC and Whitewater. They are public and remove white collar barriers stigmatized to country club play. They are an escape to the stressors of work and everyday life. It's service promotes an accessible and affordable life style. With nearly 50k rounds registered in 2019—its functionality is prominent toward us constituents. It hosts various clubs (men's women's and junior), tournaments, and is a foundation for charity work (raised 21,000 for Alzheimer's society Thunder Bay in 2019). If you drive by Municipal today, it's a wasteland that's been left to squatters. There's no functioning aspect to the land, rather it is left to accumulate weeds and grass for no public benefit. The courses we have are home for its community and are in place for public good. Taking this away will be a mistake by city councillors. You are removing a mental health service that you may not really understand. It's all that some have—and the only alternatives are country clubs that restrict access through high fees. It's not what the city courses stand for. Secondly I find it hard for city councillors to legitimize their reasoning based off of a survey with such low participation levels. A few hundred responses on a 100k+ population does not seem credible. Also a shame how difficult participation was—with a high aging population in Thunder Bay, their only way to express themselves was through a survey that they had to find themselves. Create an account. Read fully. And comment fully. Some are limited to do so and do not have the electronic means or educational understanding. With a municipality that adheres to AODA and removing barriers— I think it is under the duty of council and city administration to clearly demonstrate their intentions fully with all populations among the city and provide an exhaustive list of means in how to respond. I do not believe this survey was clear and transparent to the city. I do not believe they understood it's severities. Thirdly I also find it a shame that the city is

discriminating Thunder Bay golfers. Parallel to the services review the city council is asking for the city's input on a 30-million dollar soccer/sports complex. You can't tell one community they are an inconvenience to the city budget and their mental health is not a priority—while they are expressing interest in building a multi million dollar infrastructure project with the same public dollars. Have some heart. Also, if the city cannot properly manage concessions and clerking staff for its facilities already, why are you saying a 30 million dollar project would be no different? Stop double crossing yourself. Once these facilities are gone they are gone. Just like municipal. These are facilities we rely on. Lastly, all of those consultations and council decision making is happening during covid-19 measures. How is the public supposed to fight for what they believe in when we have Kk access to city resources due to the pandemic. This should not be allowed. I disagree with the services review and you should not go forward with its recommendations. Invest in consultations to make these services better rather than shut them down.

7/21/2020 07:54 PM

I did not like it that City Administration was not going to provide the public with the financial figures.

7/26/2020 10:32 AM

Two sections of Grant Thornton's City Program & Service Review Phase 2 resonate with me. On p.8 they state: "In the public sector, these financial concerns must be balanced against being able to continue to offer vital services and maintain infrastructure that supports citizens including vulnerable groups in the community" On p, 65 they state: "There is qualitative value that certain facilities provide (above and beyond financial performance). It will be up to the City to determine if there are sufficient public areas that allow for access to green space, natural spaces that directly link with wellbeing and quality of life. Though this may be difficult to measure, usage metrics as well demographics of visitors can provide indicators of which groups derive value from certain facilities." The Centennial Botanical Conservatory is a lush, green, indoor park accessible to all ages, abilities and socioeconomic backgrounds. In the midst of a northern winter it serves as a sanctuary to vulnerable populations including those with low incomes, young families, the elderly, those with physical or mobility issues, those recovering from illness or surgery, people with physical or mental health issues, those unable to escape to southern climes. Again, in the words of Grant Thornton: "...financial concerns must be balanced against being able to continue to offer vital services and maintain infrastructure that supports citizens including vulnerable groups in the community" The Centennial Botanical Conservatory is essential infrastructure. It is "green space". It is "natural space." It directly links with "wellbeing and quality of life" that "supports" all citizens, including the "vulnerable." The cost to upgrade the Conservatory and its supporting horticultural greenhouses is minimal compared to what the City is proposing to spend on a new indoor turf facility that will see very little use by the most vulnerable populations in Thunder Bay.

Cost savings amounts - even estimated - are missing in so many areas it's

7/26/2020 01:35 PM

difficult to honestly compare

7/26/2020 06:51 PM

The portion of the review that speaks of sanitation is a very unfair review. The years used for the review were 2017, 2018. July 2017 the management team reduced the total number of items from 3 to 2. The management team was warned by the union that they were setting the workers up for failure. The team was warned that they were basing their assumptions on bad information. The management team went ahead with the reduction. It was a huge flop. The team accused the union of "work to rule", but I assure you it wasn't this at all. The workers started to follow the rules of work, which is very different then work to rule. One example of this is the speed at which the trucks are allowed to travel while working. 32 km/hr. maximum between stops. Many of the trucks on a Tuesday have a route where they have a 100+ Kms to travel. 120 km at 30km/hr, 4 hours to drive this route without stopping, now add 1000 stops to this route. There were other contributors at this time of the reduction. The city's CVOR was in big trouble and there was a big push to correct this. So the workers had to pay special attention to the speeds at which they were traveling. For these two years we had inflated costs due to overtime, break downs. Council approved two new trucks in the 2018 budget, as I write this, these trucks still have still not been ordered. If ordered today, we wouldn't have them before 2021. Two new trucks to replace a fleet of 12 trucks.??? What start all this was the plan to reduce the fleet by one truck. As of today, that truck has only been cut on fridays. The cut truck still runs the other 3 days a week. This puts us over budget without overtime. No wonder our cost per tonne leads other cities. If you were to look at the years before 2017, and after 2018, I'm sure our cost per ton would be way more in line to the other cities they choose to compare us too. Sadly there is much more I could share but I grow tired, as tired as the men that are busting their backs and shoulders doing the garbage collection.

7/27/2020 12:36 AM

I don't appreciate the fact that this was foisted on us, left hanging in the wind for a while, then put back on the block. I even emailed my ward rep and he denied it was on the list. (I won't be voting for him again) I'm in the McKellar ward. And now we've paid Grant Thornton thousands of dollars to back up council while they sit and plan to build an indoor turf facility. You all need to be replaced if you can't stand up and step up for your constituents.

7/28/2020 05:07 PM

Let me start off by saying that I do not currently live in the city, BUT I do intend to move back to the city. I would like to know how the city justifies closing many of these facilities (many of which are free for the public to access) while they are going to BORROW \$42 MILLION to finance an indoor turf facility that ONLY THEY RICH KIDS CAN AFFORD TO USE!? I was born in the city of Thunder Bay, and lived there for the first 18 years of my life. I love what you've accomplished with the waterfront (I'm not a huge fan of the condos but what's done is done at this point). I spend a good amount of time in the parks around town, which include but is not limited to Hillcrest Park, The Friendship Gardens, The Marina, and the Conservatory. One of the things that makes these parks so wonderful to visit is the gardens around

them. The gardens which the city plans to out source to a FOR PROFIT company, which (and the numbers have been provided to the city) WILL COST MORE IN THER LONG RUN than if we continued to grow them at the conservatory grounds. So I ask again, how does the city justify borrowing this huge amount of money to pay for something that a ridiculously small percentage of our city's population can afford to use, instead of the small amount it would take to rebuild these greenhouses and save money in the long run? Why the rush on this indoor turf facility? Everyone already knows that this GT report was supposed to find ways to save money for the city, but you're willingly going to put yourselves further into debt on something that no one can afford to use? You want people to come to the city to live here, but you're taking away all of the things that make the city beautiful and accessible in favour of things that we all know you're not going to maintain in the long run. This is not the time for a new turf facility. Please focus on maintaining what we already have.

7/30/2020 11:33 AM

Divesting and closing parks and recreation facilities in the name of "efficiency and cost-saving" is a slap in the face to all the citizens who want to live in a healthy, positive, thriving city. Saving money at the expense of quality of life is not the answer. Families who do not have the money and privilege to own camps utilize boulevard lake beach. Avid golfers who do not have a high income can enjoy the more-accessible city golf courses. Reducing service deliveries at the Canada Games Complex will take away the opportunity for health and wellness from citizens who cannot afford more expensive facilities like Movati or PUSH. Defunding the conservatory would remove a crown jewel of this city and take away an invaluable piece of our city. It is an accessible, welcoming place where all citizens, regardless of age or physical ability, can enjoy beautiful plants they may never see elsewhere. What is the point in saving money if all the facilities that make Thunder Bay a worthwhile place to live are stripped away? Who wants to live in a city where the councillors and mayor will give themselves a pay raise while gutting the services that citizens use to make life livable? Think about your citizens and what these drastic cuts will mean to their daily lives. Especially reflect on the lives of the poor and persons with disabilities- what are your changes costing them?

7/31/2020 02:22 PM

Frankly, I'm a bit disappointed. There were some great ideas in process efficiency, but under cost savings there seemed to be some major misunderstandings or omissions. The importance of the facilities at Boulevard's main beach to the overall park complex is not appreciated. The importance of swimming facilities in general is underappreciated lately in an era where we have far too many deaths in rivers. Calling the expense of the Muskeg Express a "cost" when policy is not to run it at full cost recovery model misses the point- full cost recovery reduces accessibility to low-income populations who don't have many other options. With no advertising, many lifelong residents have never heard of it- for a modest investment in marketing, ridership can be maximized, hours can be increased, and we can get greater value for our investment. The number of rinks may be large for

our population, but not for our area- this is a function of sprawl, and is better addressed by managing growth and zoning. A full Sister Cities program might have brought back a lot of ideas that we paid for in this Program & Service Review. As for the Conservatory... the 9:1 ratio of keep vs close on page 76 really indicates how much this facility is beloved. Investments made here, on a dollar by dollar basis, will increase citizen satisfaction more than in most other areas. After ten years of being on the edge of closing, the common-sense move of reinvestment will increase faith of the citizenry that Council is working to build on what we have, rather than the misconception that Council is more interested in chasing the next new thing.

7/31/2020 03:57 PM

It's very important to especially the very young and more.. to learn.. from experience and education about all habitat and more.

7/31/2020 04:24 PM

The Canadian Garden Council press release for the 2019 Garden Tourism Awards stated: "Over 25 million people travel annually in North America to see gardens, and the global market of garden visitors exceeds 250 million. Research indicates that 46 per cent of garden visits result in an overnight stay, and the demographic of garden visitors includes all age cohorts. Destination British Columbia estimates the value of garden tourism in the Province of British Columbia alone exceeds \$300 million annually. Latest research in the UK show that Garden Tourism generates almost £3 billion of economic impact. Gardens not only have a significant economic impact but also enhance the tourist experience of a destination, while providing positive social and health benefits." Dr. Richard Benfield, author of 'Garden Tourism', and chair of the International Garden Tourism Network, stated, "more people visit gardens in the United States than go to Disneyland and Disneyworld combined, and more than visit Las Vegas annually, making Garden Tourism one of the largest sectors in the tourism market." TripAdvisor lists the Conservatory as number 8 out of 61 "Top Attractions in Thunder Bay" and number 4 out of 34 in the "Nature and Parks" category. A review of Conservatory guest books from July 2019 to January 2020 shows visitors from 3 Asian, 7 European, 4 South American, and 2 Middle Eastern countries as well as Australia, New Zealand, Trinidad, South Africa, Cuba and Mexico, plus 18 American states, 9 provinces, 1 territory and 68 Ontario communities beyond Thunder Bay, all spending money while they visit the City. Thunder Bay's Strategic Plan says that the city will "Promote, both inside and outside Thunder Bay, our many attractions, parks, facilities, services and innovative product development to encourage use." I hope that means that the City will start actively promoting one of its top attractions, the Centennial Botanical Conservatory.

7/31/2020 08:25 PM

Most of the programs and facilities that are being considered for termination should be maintained. They should not even be considered as something to get rid of.

7/31/2020 08:31 PM

There are significant savings that could be realized with more efficient use of staff time, as wages are amongst the highest of expenses. We also need to

receive better value for the outlay of capital dollars spent. We are accepting poor quality of work. Better supervision of work being done for the city, and expectation of higher quality, and demand for work to be redone when quality not appropriate. Review of facilities is high flawed in that Report acknowledges it did not delve into "social and economic value" of facilities. How ridiculous! For a city family, you cannot just look at whether there is cost recovery; you need to look at benefit to community. How is it that TBCA was not considered in this Review!?! An extreme example of poor cost recovery, yet that facility was not included in ToR to be analyzed. Better cost recovery required. This is evident in numerous areas of this study, where "benefit to community" is not considered. An example is the Conservatory, which offers significant benefit to a wide array of citizens. Multi-generations can visit and enjoy. Caregivers come with seniors, children, or people with cognitive disabilities. All can enjoy. Numerous events have raised the profile, and much remains to be explored for additional uses. City should be ashamed of not taking advantage of funding to renew "Centennial" projects when funding was offered. We should be renewing this, and other aging facilities, instead of building more facilities we cannot afford. Below are my notes, as I was prepared to answer many survey questions. But, it appears this survey may be similar to the Chippewa Breakwall Survey, with only one opportunity to comment, not multiple areas. This should be made apparent to survey respondent at the outset. Very poorly done Review from start to finish, when it is admitted that the "value to community" aspect of facilities was not looked at; but rather, only the cost recovery. Notes for City Program and Service Review – Phase 2 Report PA Stadium- minimal savings with closure compared to public benefit -better instead to look at the Contract with BB team.....is it fair to City? -promote usage by other baseball groups Community Centres -how do costs compare to other centres -WHY is there expectation for CC's to not cost city money? TBCA receives approx .75 M subsidy; are we closing that? Are we ending subsidy to TBSO and many other groups? Perhaps is time to look at "arrangement" where CC's run by volunteer boards who hire an employee to manage CC -Volunteer model not sustainable Conservatory- -considerable cost savings will be generated with facility renewal -is a point of pride to City; our "Centennial" commemorative project -of considerable benefit to citizens -is beneficial to city in that plants grown and costed out to other depts -is growing plants for storm run-off gardens Golf Courses -Chapples is subject to an agreement from donor, needs to be considered -courses are an asset to our city, contribute greatly to "quality of life" Water and Wastewater -recovery period of Capital cost is lengthy Sister Cities -agree with divesting Process efficiency Recommendations -suggestions are very vague; hardly worth .25M cost Homes for the Aged-Jasper -agree to keeping public, but streamline staffing at Jasper Place -seems to be "extra staff" Keep city oversight of Private Home Childcare -very vulnerable population, public needs assurance of vetting of providers and oversight Staffing -staff should be required to work their full hours, monitor breaks, and have coffee breaks at closest location to work site Page 30 -IN Phase One, a lack of training and succession planning

was deemed to be a risk -this may be as a result of letting positions go vacant to save money, but the knowledge of previous employee is lost, and new employee is at a disadvantage and work to their full capacity as they are learning job without benefit of knowledge transfer Employees should have to be "qualified" for the job they are applying for, and not have "seniority" override the requirement for qualification -this would lead to extra costs to train Child Caregivers-noted a net loss of \$966K in 2019 from child care operations (daycare centres and the Licensed Private Home Child Care Centres) -costs should be adjusted to decrease this loss Fleet- -need to account for vehicles being taken Home -enforce "no idling" -add stickers to vehicle that say "Maximum time to be left idling: 3 minutes" -need to "right-size" vehicle to task -too many trucks driving around with one passenger, could use smaller vehicle Facilities- (Page 36) Report is useless (flawed) in that it did not delve into "social and economic value" of facilities Canada Games Complex -too many staff at front check-in Parking Structures- Were these looked at? Fees are far too low! Used mainly by staff, and SJCG (St. Joseph Care Group), st. Joe's Hospital, subsidized parking. Boulevard Lake Beach -beach should still be maintained, but not necessary to have lifeguards -daily staff visit to unlock bathrooms, scan beach, clean washrooms, look for hazards -potential to offer a private operator use of building for equipment rental at a low rate, to promote use of the lake Parks-Marina Park employees -no need for employee in boater service building, and one-two additional staff in WGP -one employee could service both -same employee could service boater services building, clean washroom, Conservatory Page 46 - Conservatory is an indoor "park" should not have admission charge -suggest visit cost of \$9.50 + hst is prohibitive and would decrease attendance -would be far higher when adding in cost of employee to take fee -revenue generation would be minimal from "coffee shop" and would require an employee -a low-cost rental coffee machine would be more cost-effective -REPORT DOES NOT MENTION COST OF PROVIDING PLANTS FOR STORM CONTROL AREAS -REVENUE GENERATION COULD INCREASE THROUGH OFF-HOURS RENTAL Chippewa- Rides-add high value as a "quality of life" amenity in the city -revenues could be increased through construction of basic cabins in more areas for rental Page 49 Phase Two Analytical findings -sidewalk plowing vs shovelling by homeowners -very stupid idea Solid Waste collection Page 50 -is there possibility of bi-weekly waste collection in winter? Re-purpose staff elsewhere? Waste collection -keep as city provided service Sister Cities- agree to eliminating -too many new cities added, wherever the Councillor "wants to go to next" -much of this work should be done by the college, or university, for example -but feel that focus of our college/LU should be to train Canadian students, not expand to foreign students Employee Honorariums and Service pins (useless!!) -is not worth discussing, except watches are not the honour they used to be..... -is more important to "right size staff numbers to work being done -trim employee numbers -get a full work day from current employees and pay them appropriately Public Survey Findings Page 63 Page 65, suggests further public input, including "financials and usage" to determine whether city

should get rid of facilities (by way of another survey) Recognizes that there may be qualitative value that certain facilities provide (above and beyond financial performance) -It will allow the City to understand if the public changes their stance given the performance of various facilities with many of the large facilities making a significant loss. -PB -why is there expectation that thing should NOT operate "at a loss" -this is what we pay taxes for; is to have facilities and services to benefit citizens I do not see the TBCA included as a city facility, and one which requires an extraordinarily large operating subsidy Pg 68 -do not want to see any changes to Churchill..... is possibility for more programming, more swim times -Sandy Beach is HIGHLY used -Boulevard Lake Beach would be more useable with improved water quality Page 69 Campgrounds -is important for city to offer camping to promote visits to our city at a reasonable cost -both campground are unique, and need more marketing to promote facility to local users Page 69 Community Centres - model of volunteer run is not sustainable. Why is that the expectation when some things like Libray, TBCA benefit from huge subsidy. Community centres are under-recognized for the service they provide Page 70 Chippewa -find it to be well utilized, and see increasing usage from "new Canadian" category of citizen -City does not promote; all the emphasis is on Marina Park -see most dont' agree with divesting Chippewa Page 71 Conservatory - majority opinion is NOT to divest Conservatory, which I strongly support -can be utilized more with more events, marketing, and retrofit to increase efficiency -heritage facility that needs to be supported -many benefits to a wide age group of users

7/31/2020 09:14 PM

Closing the Conservatory would be a tragedy. This unique venue is so special. It gives a sense of calm in a troubled world, and can give all of us some peace and a connection to the natural world....something that we desperately need. I am certain that people would be quite fine paying an entrance fee. In my opinion, it could be expanded to be a profitable asset. Please...do not close this wonderful place that this city needs.

Optional question (81 response(s), 21 skipped)

Question type: Essay Question