



# Memorandum

*Office of the City Clerk*  
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**TO:** Members of Council  
**FROM:** Krista Power, City Clerk  
**DATE:** Thursday, September 24, 2020  
**SUBJECT:** **Additional Information**  
**Committee of the Whole – September 24, 2020**

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## COMMITTEE OF THE WHOLE

### Additional Information

1. Memorandum from Mr. N. Gale, City Manager, dated January 9, 2019, containing a City Services Profile which was distributed to City Council on January 9, 2019, re-distributed for information.

**MEMORANDUM**

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**TO:** Members of City Council  
**FROM:** Norm Gale, City Manager  
**DATE:** January 9, 2019  
**SUBJECT:** City Services Profile

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As requested through the Committee of the Whole resolution dated December 10, 2018, a City Services Profile is attached.

The City Services Profile identifies services provided in 2018. Services are identified by Department and categorized as Mandatory, Primary, supported by a Business Case or Discretionary, the definition of each category is included in the report.

This listing is a high level overview of the services provided by the City of Thunder Bay and Outside Boards. With the exception of those services subject to regulation or legislation, the scope of services and service levels provided are at the discretion of Council.

## City of Thunder Bay City Services Profile

DEPARTMENT	DIVISION	SERVICE TYPE	LEGISLATION/DETAILS	SERVICE DETAIL	FTEs REQUIRED	2018 NET BUDGET IN \$000s COST (REVENUE)
City Manager's Office	Office of the City Clerk - Municipal Election	Mandatory	Municipal Elections Act, S.5; Municipal Act	Every four years with overlap on the preceding & following years.	1.6	89.7
City Manager's Office	Office of the City Clerk - Intergovernment Relations - Administration	Discretionary		Oversees advocacy for the Municipality with other levels of government and stakeholders.	-	12.0
City Manager's Office	Office of the City Clerk - Municipal Accessibility	Mandatory	Accessibility for Ontarians with Disabilities Act (AODA) Section VII (Municipal Accessibility)	Coordinates the work of the Accessibility Advisory Committee (AAC) (mandated) and oversees corporate training as required by legislation.	1.4	132.3
City Manager's Office	Office of the City Clerk - Property Standards	Mandatory	Section 15.6 of the Ontario Building Code Act, S.O. 1992.	Quasi judicial committee acts as appeal body for property standards.	-	1.4
City Manager's Office	Office of the City Clerk	Mandatory	Municipal Act, 2001 S. 228(1); Municipal Conflict of Interest Act, S.6(1); Vital Statistics Act; Assessment Act; MFIPPA; PHIPA, PIPEDA	Legislative services, vital statistics administration, Council services, assessment services, records management; delegated authority through Order-in-Council for lottery licencing.	12.6	1,244.3
City Manager's Office	Office of the City Clerk - City Archives	Mandatory	Municipal Act, 254 & 255; Municipal Code 193, MFIPPA; PHIPA, PIPEDA	Records management; freedom of information; requirement for legal services for claims and litigation.	5.5	634.4
City Manager's Office	City Manager's Office	Primary	Municipal Act, S. 229	"May appoint a CAO".	2.5	567.2
City Manager's Office	City Solicitor & Corporate Counsel	Primary		Administration of legal services, Insurance and Risk Management and Provincial Offences Act (POA) Prosecutions (Court Services).	7.1	982.8
City Manager's Office	Office of the City Clerk - Accessibility Advisory	Mandatory	Accessibility for Ontarians with Disabilities Act (AODA)	Accessibility Advisory Committee oversees city's accessibility plan.	-	18.7
City Manager's Office	Corporate Strategic Services - Communications and Strategy	Primary		Supports mandatory services of the Corporation.	5.5	659.2
City Manager's Office	Office of the City Clerk - Heritage Advisory	Discretionary	Ontario Heritage Act, R.S.O 1990, C 0.18	Administers Heritage designation program and manages ongoing work associated with heritage properties.	0.5	33.8
City Manager's Office	Office of the City Clerk - Aboriginal Liaison	Discretionary		Link to Strategic Plan; facilitates education across the corporation and in the community, provides input on administrative work relative to the ALO plan & relationship building.	2.0	299.5

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City Manager's Office	Corporate Strategic Services - Strategic Initiatives	Discretionary	<u>Crime Prevention</u> - Under Bill 175, Safer Ontario Act, municipalities are mandated to have a community safety and well being plan.	Supports Corporate Strategic Plan  <u>Anti-Racism</u> - supports Anti-Racism & Respect Advisory Committee and respect working group; NOHFC intern position. <u>Indigenous Relations &amp; Inclusion</u> - strategic leadership on Indigenous relations & inclusion including meeting Corporation's obligations under Anti-Racism & Inclusion Accord. <u>Crime Prevention</u> - leverages funding from other orders of government; develops and implements the Community Safety and Well-being plan in partnership with community partners and stakeholders. <u>Drug Strategy</u> - develops and implements Drug Strategy in partnership with community partners and stakeholders; partnership commitment to 2017 inclusive; Community partnership contributes 40% of operating costs.	3.6	367.4
City Manager's Office	Human Resources - Administration	Mandatory	Ontario Labour Relations Act, Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act (AODA), Income Tax Act, Workplace Safety & Insurance Act, Employment Standards Act, Labour Relations Act, Hospital Labour Dispute Arbitration Act, Ambulance Services Collective Bargaining Act, Fire Protection & Prevention Act, Pay Equity Act, OMERS Act, Pension Benefits Act, Ontario Employer Health Tax Act, Collective Agreements, MFIPPA	Payroll, benefits and pension administration. Compensation management and pay equity maintenance. Disability management, workplace accommodation and return to work. Collective bargaining, grievance and collective agreement administration. Recruitment, selection and hiring. Legislated Training. Workplace Harassment and Discrimination Investigations. Legislation compliance. Support for acquisition and divestment of corporate services.	18.5	2,213.1
City Manager's Office	Human Resources	Primary		Support for all mandatory services.	3.6	235.1
City Manager's Office	Human Resources - Staffing, Development & Support Services	Business Case		Succession planning, leadership development and non-legislated training.	0.5	36.6
City Manager's Office	Human Resources - Corporate Safety	Mandatory	Occupational Health & Safety Act and Regulations, Workplace Safety & Insurance Act	Promotion, audit and management of Occupational Health & Safety programs, Workplace Violence Investigations, WSIB administration and claims management and trespass notices.	4.5	556.1
City Manager's Office	Human Resources - Corporate Safety	Primary		Support for above mandatory services.	0.5	35.3
City Manager's Office	Human Resources - Library Funding	Business Case		Under service agreement provide labour relations and other HRCS services to the Thunder Bay Public Library.	0.5	0.4
City Manager's Office	Human Resources - Wellness	Mandatory	Occupational Health & Safety Act, Workplace Safety & Insurance Act	Post Traumatic Stress Disorder prevention and psychological health & safety, and initiatives to improve employee wellness.	1.0	127.6

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DEPARTMENT	DIVISION	SERVICE TYPE	LEGISLATION/DETAILS	SERVICE DETAIL	FTEs REQUIRED	2018 NET BUDGET IN \$000s COST (REVENUE)
Community Services	Asset Management - Administration	Primary	Ensures legislative compliance for activities under the jurisdiction of the Division.	Ensures Corporate/Divisional strategic initiative implementation, legislative compliance, capital planning activities, energy management and Divisional financial oversight.	3.0	266.4
Community Services	Asset Management - Construction Services	Primary	The City owns and builds facilities. As a result, applicable legislation must be followed for the construction and renewal of assets.	Capital renewal of Corporate facility assets. Delivery of new construction projects. Project management and contract administration. Contract document development. Procurement of third party professional services. Acts as an internal consultant for the Corporation.	3.0	338.9
Community Services	Asset Management - Facilities Services	Primary	Since the City owns buildings, applicable legislation must be followed for facility maintenance and life safety compliance.	Daily maintenance and management of facility repairs. Pool operations, management of third party vendors, janitorial, security, life safety inspections and repair.	27.8	825.6
Community Services	Asset Management - Fleet Services	Primary	Since the City owns equipment, vehicles and operates a fleet, applicable legislation must be followed for the maintenance and operation of the fleet.	Scheduled maintenance and repair. Management of third party vendors. Fleet procurement. Document management and driver training.	37.0	740.5
Community Services	General Manager's Office	Primary		Provides overall strategic management and direction for the operation of the Community Services Department. Provides departmental lead for major departmental projects, waterfront operations, asset management, transit, corporate energy management, recreation and culture, and all associated services and programming.	2.0	306.8
Community Services	Central Support	Primary		Provides financial, administrative and customer service support to all areas of the Community Services Department including budget preparation, payroll, accounts receivable, procurement, CIT and corporate energy management.	16.3	1,595.2
Community Services	Transit - Conventional	Business Case	Public transit service providers are required to follow and adhere to industry related Provincial legislation.	Provides planning, administration and operations of public transportation service in response to customer requirements, service standards, guidelines and overall CTB public transportation related plans.	118.3	10,049.1
Community Services	Transit - Specialized	Business Case	Public transit service providers are required to follow and adhere to industry related Provincial legislation.	Provides planning, administration and operations of a parallel public transportation service tailored to meet the needs of people who, because of a disability, may not be able to utilize conventional transit services.	23.1	2,170.1
Community Services	Recreation & Culture - Divisional Administration	Business Case		Ensures Corporate/Divisional strategic initiative implementation, legislative compliance and Divisional financial oversight.	4.1	654.5

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Community Services	Recreation & Culture - Aquatics, Wellness, Children and Youth	Discretionary	The City is required to follow all applicable legislation if these service are provided.	Provides recreational, instructional aquatic and fitness programming for children, youth and adults.	90.3	4,281.0
Community Services	Recreation & Culture - Community and Cultural Development	Discretionary	The City is required to follow all applicable legislation if these service are provided.	Provides strategic management and direction for the operation of the Community & Cultural Development Section. Provides lead for projects, operations and services related to events, culture, waterfront, community centres, arenas & stadia, volunteer services, and community development in culture, sport and events sectors.	39.0	3,762.4
Community Services	Recreation & Culture - Older Adults Programs	Discretionary	The City is required to follow all applicable legislation if these service are provided.	Operation of two recreation centres, providing recreation, education and volunteer opportunities for older adults.	14.1	915.9
Community Services	Recreation & Culture - Child Care	Discretionary	The City is required to follow all applicable legislation if these service are provided.	Operation of 4 child care centres as well as private home child care.	31.8	965.7
Corporate Services & Long Term Care	Corporate Services - General Manager's Office	Mandatory	Municipal Act, Part VII, S. 286	Treasurer must be appointed.	2.5	413.5
Corporate Services & Long Term Care	Financial Services - Accounting & Budget	Mandatory	Municipal Act, Part VII, Part XII, Part XIII	Budget must be established; financial statements must be prepared.	10.7	1,377.6
Corporate Services & Long Term Care	Accounting & Budget - Indigent Burials	Mandatory	Anatomy Act, R.S.O. 1990, c.A.21, s.11; 2002, c.17, Sched. F, Table.	Burials for indigents are paid for by the City and if eligible CPP benefits are claimed for reimbursement.	-	6.0
Corporate Services & Long Term Care	Homes for the Aged - Pioneer Ridge & Jasper	Discretionary	Homemakers and Nurses Services Act	Homemaking services to individuals who require assistance with household activities of daily living, and who have limited financial resources in order to allow them to stay in their homes.	-	25.0
Corporate Services & Long Term Care	Revenue	Mandatory	Municipal Act, Part VIII, IX, X, XI	Municipal Taxation/Water Billing and Collections.	23.2	897.6
Corporate Services & Long Term Care	Revenue - Provincial Land Tax (PLT)	Business Case		Contract with Province.	8.9	(157.3)
Corporate Services & Long Term Care	Revenue - Provincial Offences (Court Services)	Business Case	Provincial Offences Act (POA) - provides authority for municipalities to perform Part I and Part II prosecutions: Memorandum of Understanding between City of Thunder Bay and Province (2000) transferred this prosecutorial responsibility to the City.	Part 1 ('ticket') POA Prosecutions for Thunder Bay and District.	11.1	(665.0)
Corporate Services & Long Term Care	Homes for the Aged - Pioneer Ridge	Mandatory	Long Term Care Homes Act and Legislation	150 bed City of Thunder Bay Home for the Aged is operated by the Municipality in partnership with the Ministry of Health & Long Term Care. This home is accredited by Accreditation Canada.	156.7	3,911.6
Corporate Services & Long Term Care	Homes for the Aged - Jasper Supportive Housing Apartments	Discretionary	If program is operated: Ministry of Health and LHIN agreement guidelines must be followed & Ontario Residential Tenancy Act and Home Care and Community Service Act	100 unit Seniors' supportive housing facility which is owned by Thunder Bay District Housing and has 24 hour on-site Support Services Program administered by the City of Thunder Bay Homes for the Aged.	23.0	455.2

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Corporate Services & Long Term Care	Homes for the Aged - Meals on Wheels	Discretionary	When program is operated, Ministry of Health and LHIN agreement guidelines must be followed.	A non-profit Community Support Program providing "Home-delivered full-course meals prepared by Homes food service staff to people in need in the community.	2.2	2.9
Corporate Services & Long Term Care	Supply Management	Primary	Agreement on Internal Trade (Federal) NAFTA (Federal); Discriminatory Business Practices Act (Ontario); Broader Public Sector Procurement Directive (Ontario) Ontario – Quebec Trade Agreement (Ontario); Municipal Act (Ontario); Case law (public).	Purchasing & Stores	14.9	1,307.5
Corporate Services & Long Term Care	Supply Management - Printing + Imaging	Business Case		Business case for printing and graphics.	3.2	11.9
Corporate Services & Long Term Care	Corporate Information Technology (CIT)	Primary	The use of Information Technology and Software Applications is essential for areas providing mandatory and primary services.	Maintenance of all technology software & hardware for mandatory/ primary services, e.g.. Tax & Water Billing, Payroll, General Ledger, Building Permit and Inspections, Pioneer Ridge Resident Care, etc.	29.0	3,312.5
Corporate Services & Long Term Care	Accounts Payable	Primary	In order to provide mandatory services the support system to pay for these costs must be in place.	Processes payments for all goods and services received by the City including mandatory services areas, as well as employee travel.	4.3	340.7
Corporate Services & Long Term Care	Internal Audit	Business Case		Internal audits to improve internal controls, test compliance & minimize risk.	2.0	248.4
Development & Emergency Services	Planning Services	Mandatory	Planning Act	Maintain an Official Plan and Zoning By-law. Process Official Plan and Zoning By-law Amendments. Support the Committee of Adjustment and the processing of minor variance and severance applications. Process plans of subdivision and condominium. Provide representation to the Local Planning Appeal Tribunal.	6.5	609.6
Development & Emergency Services	Planning Services	Primary		Negotiate site plan control and various development and notification agreements. Undertake various land use studies. Develop and administer Community Improvement Plans. Maintain municipal base mapping & aerial photography. Provide direct customer service.	6.5	609.6
Development & Emergency Services	Building Services	Mandatory	Building Code	Issue Building, Plumbing and Demolition Permits. Perform building and plumbing inspections. Administer a Backflow Prevention Program. Enforce the Building Code.	13.6	(21.2)
Development & Emergency Services	Building Services	Primary		Issue Compliance Reports, Buildable Lot Letters, and assign Municipal Addresses. Provide direct customer service.	3.4	(5.3)

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Development & Emergency Services	Superior North Emergency Medical Services	Mandatory	Ambulance Act	Deliver paramedic services throughout the City and the District of Thunder Bay.	182.1	9,653.4
Development & Emergency Services	Superior North Emergency Medical Services	Primary		Provide non-urgent patient transport. Promote public education and wellness. Support Community Paramedicine Program.	2.0	180.3
Development & Emergency Services	Thunder Bay Fire Rescue	Mandatory	Fire Protection and Prevention Act. Emergency Management and Civil Protection Act.	Fire suppression, auto extraction, hazardous material spills, industrial accidents, tiered medical response, high/low angle rescue and confined space rescue, public fire safety education, fire prevention inspections and code enforcement under the Ontario Fire Code. Also delivers emergency planning for the community.	211.2	29,805.7
Development & Emergency Services	Licensing & Enforcement	Mandatory	Planning Act, Building Code and Municipal By-laws	Enforce property standards, yard maintenance, zoning and other municipal by-laws.	3.5	222.3
Development & Emergency Services	Licensing & Enforcement	Primary	Municipal By-laws	Issue business licenses, taxi licenses and sign permits.	1.5	95.3
Development & Emergency Services	Animal Services	Primary	Municipal Act, Dog Owners Liability Act, Animals for Research Act, etc.	Provide shelter, food and care to stray domestic animals and manage animal adoption services. Enforce Provincial legislation and Municipal by-laws relating to animal control.	9.7	816.8
Development & Emergency Services	Realty Services	Mandatory	Municipal Act, Planning Act, Environmental Protection Act, etc.	Acquire land required for municipal purposes. Dispose of surplus City owned lands.	1.8	175.4
Development & Emergency Services	Realty Services	Primary		Develop land where considered appropriate. Manage commercial properties. Rent and manage leases of City owned land. Manage risks associated with vacant land inventory.	4.2	409.3
Development & Emergency Services	Support Services	Mandatory	Municipal Act, Ontario Labour Relations Act, Workers Compensation Act, Employment Standards Act, etc.	Perform budget and accounting functions. Provide support to all other Divisions within the Department.	3.5	454.5
Development & Emergency Services	Support Services	Primary		Provide direct customer service.	3.5	454.5
General Corporate Expenditures	Insurance	Mandatory	Municipal Act, S. 44  Compulsory Automobile Insurance Act	Management of Claims - slip and falls, trip and falls, motor vehicle accidents, etc.  Placement and management of insurance - ensuring insurance coverage, issuing/ reviewing insurance certificates etc.	-	1,902.7
General Corporate Expenditures	Property Assessment (MPAC)	Mandatory	Assessment Act	Valuation of Properties.	-	1,346.9
General Corporate Expenditures	Legal Fees	Primary		Provides legal opinions, reviews legislation and legal contracts, responds to litigation.	-	1,682.0



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General Corporate Expenditures	General Human Resources Expenses	Mandatory	Ontario Labour Relations Act, Ambulance Services Collective Bargaining Act, Hospital Labour Dispute Arbitration Act, Fire Protection & Prevention Act, Workplace Safety & Insurance Act, Ontario Human Rights Code, Employment Standards Act, Occupational Health & Safety Act	WSIB Administration and Appeals, Collective Bargaining, Interest Arbitration, Grievance Arbitration, Salary Administration, Human Rights Complaints, Workplace Harassment Investigations.	-	1,530.5
General Corporate Expenditures	General Human Resources Expenses - Race Relations	Business Case		Targeted recruitment and community outreach - career fairs.	-	10.0
General Corporate Expenditures	General Human Resources Expenses - Employee and Family Assistance Program (EFAP)	Business Case		Confidential professional support, counselling and referral service for employees and their family members.	-	70.0
General Corporate Expenditures	General Human Resources Expenses - Honorariums to Retirees	Discretionary		Honorariums to Retirees	-	14.0
General Corporate Expenditures	General Human Resources Expenses - Retirees Banquet	Discretionary		Retirees Banquet	-	12.0
General Corporate Expenditures	General Human Resources Expenses - Long Service Awards	Discretionary		Long Service Awards	-	16.0
General Corporate Expenditures	General Human Resources Expenses - Corporate Travel & Training, and Leadership Development	Business case		Corporate training and leadership development.	-	95.0
General Corporate Expenditures	General Human Resources Expenses - Job Evaluations	Mandatory	Pay Equity Act	Pay equity appeals and maintenance.	-	2.5
General Corporate Expenditures	General Human Resources Expenses - Early Leave, Death and Termination	Mandatory	Collective Agreement provisions	Vested sick leave payouts, and benefits.	-	2,071.4
General Corporate Expenditures	Grant Program	Discretionary		Sustaining grant generates Provincial & Federal funding into the organization. Cultural funding program to assist organizations in leveraging other government funding and the Municipal Arts & Heritage Policy.	-	2,777.2
General Corporate Expenditures	Other General Expenditures	Primary		Banking service charges, credit rating and accounts receivable write-offs.	-	446.0
General Corporate Expenditures	Other General Expenditures	Mandatory	Municipal Act Part VII, S 296	Audit Fees	-	52.4
General Corporate Expenditures	Other General Expenditures - Corporate Expenses	Discretionary		City fleet parking fees.	-	10.0
General Corporate Expenditures	Other General Expenditures - Taxes	Mandatory	Property taxes related to City owned or leased property that is not tax exempt.	Payment of taxes.	-	25.0
General Corporate Expenditures	Other General Expenditures - Debenture Debt Payments	Mandatory	Municipal Act 2001, S. 290 (1)(a)	Debenture debt payments - tax supported.	-	13,060.4
General Corporate Expenditures	Other General Expenditures - Business Vacancy Rebates	Mandatory	Municipal Act 2001	Property Tax Vacancy Rebate Program (Phased out by 2018)	-	350.0

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General Corporate Expenditures	Other General Expenditures - Rebates to Charities and Interest Assessment Appeals	Mandatory	Municipal Act 2001, S. 361	Tax rebate program for eligible charitable or not-for profit organizations. Interest that is due on overpayment of taxes as a result of a change under the Assessment Act.	-	652.5
General Corporate Expenditures	Other General Expenditures - Taxes Written Off	Mandatory	Municipal Act 2001	Taxes written off as a result of property assessment reductions.	-	2,683.1
General Corporate Expenditures	Other General Expenditures - Low Income Credit	Discretionary		Tax credit programs for low income seniors and persons with disabilities and low income persons.	-	180.0
General Corporate Expenditures	Other General Expenditures - Strategic Initiatives	Discretionary		Strategic Initiatives including public consultation, anti-racism, strategic communication, age friendly, poverty reduction, civic pride plan, and inquest.	-	413.0
General Corporate Expenditures	Other General Expenditures - Intergovernmental Relations (City Council)	Discretionary		At discretion of Management & Council.	-	43.0
General Corporate Expenditures	Other General Expenditures - Provision for 911	Mandatory	The Emergency Management and Civil Protection Act.	Allocation from Police Services for 911 expenses.	-	720.9
General Corporate Expenditures	Provision to Reserve Funds	Primary		This provision allows for contributions to Provision for Election; Legal Fees Reserve Fund; Post Employment Benefits; and WSIB Presumptive Legislation Reserve Funds.	-	860.0
General Corporate Expenditures	Provision to Reserve Funds	Business Case		This provision allows for contributions to CEDC	-	134.9
General Corporate Expenditures	Provision to Reserve Funds	Mandatory	TbayTel Dividend Policy approved by Council	Contribution to Stabilization Reserve Fund.	-	500.0
General Corporate Expenditures	Provision to Reserve Funds	Mandatory	Collective Agreements	Wage contingency	-	1,135.4
Infrastructure & Operations - Tax	Roads - Road Surface and Bridge Maintenance	Mandatory	Municipal Act 2001, S. 44(1), Roads Maintenance Objectives, 2016	Provides for asphalt surfaces, scheduled & demand repairs to cracks and other surface defects of 1,718 lane kilometers of asphalt surfaces, grading of 183 lane kilometers of gravel roads, and scheduled and demand repairs to 90 bridge structures.	11.3	1,796.2
Infrastructure & Operations - Tax	Roads - Sidewalk Cleaning	Mandatory	Municipal Act 2001, S. 44(1), Roads Maintenance Objectives, 2016	Spring sweeping. Garbage and debris pickup in downtown cores.	2.6	281.4
Infrastructure & Operations - Tax	Roads - Street Cleaning	Mandatory	Municipal Act 2001, S. 44(1), Roads Maintenance Objectives, 2016	Spring sweeping and flushing of 1,718 lane kilometers of asphalt roadways, a fall sweeping of leaves from all curb side streets and the flushing and sweeping of business core streets weekly and the sweeping and flushing of arterial streets semi-weekly.	4.7	762.3
Infrastructure & Operations - Tax	Roads - Traffic Safety Maintenance	Mandatory	Municipal Act 2001, S. 44(1), Roads Maintenance Objectives, 2016	Roadside mowing and brushing for safety and line of sight problems, street and safety sign maintenance, pavement markings for lane lines, center lines and special markings & guide rail maintenance.	6.5	763.1

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Infrastructure & Operations - Tax	Roads - Drainage and Flood Control	Mandatory	Municipal Act 2001, S. 44(1), Roads Maintenance Objectives, 2016	Cleaning and maintenance of drainage ditches to reduce the risk of flooding of property and base failures in the roads. Includes removal of ice and snow from drainage channels. Thawing of frozen culverts or catch basins. Removal of beaver dams in roadside ditches and streams.	4.7	685.9
Infrastructure & Operations - Tax	Roads - Winter Control	Mandatory	Municipal Act 2001, S. 44(1), Roads Maintenance Objectives, 2016	Road plowing, ice control and maintenance (sanding and salting), snow removal of 1,901 lane kilometers of roadway in the city.	14.8	4,168.6
Infrastructure & Operations - Tax	Roads - Winter Control - Sidewalks Clearing & Sanding	Mandatory	Municipal Act 2009, S 44 (9), Roads Maintenance Objectives, 2016	Clearing and sanding of 492 km of sidewalk.	6.0	950.0
Infrastructure & Operations - Tax	Roads - Traffic Control and Street Lighting	Mandatory	Highway Traffic Act (HTA), Municipal Act 2001, S. 44(1), Accessibility for Ontarians with Disabilities Act 2005, Roads Maintenance Objectives, 2016	Maintenance of 112 traffic signals and 13,061 streetlights.	16.2	3,265.1
Infrastructure & Operations - Tax	Roads - Sidewalk Repairs	Mandatory	Municipal Act 2001, S. 44, Accessibility for Ontarians with Disabilities Act 2005 (AODA), Roads Maintenance Objectives, 2016	Maintain 492 km of sidewalk and comply with AODA requirements.	3.5	344.7
Infrastructure & Operations - Tax	Roads - Administration	Primary	Municipal Act 2001, S. 44(1), Railway Safety Act (Fed.), Roads Maintenance Objectives, 2016	Provides for controlled railway crossing, and support for all mandatory services.	21.8	2,683.8
Infrastructure & Operations - Tax	Engineering Design and Administration (Including the General Manager's office)	Primary	Professional Engineers Act, Safe Drinking Water Act, Highway and Traffic Act, Environmental Protection Act, Environmental Assessment Act, Ontario Bridge Code, Lakes and Rivers Improvement Act	Design and contract administration, asset management planning, master planning for linear infrastructure, and land development oversight. Active transportation planning, implementation and education.	11.0	854.9
Infrastructure & Operations - Tax	Engineering - Field Staff	Business Case	Construction Act	Inspection and layout service for capital infrastructure contracts.	17.0	660.2
Infrastructure & Operations - Tax	Engineering - Design & Drafting	Primary	Professional Engineers Act, Safe Drinking Water Act, Highway and Traffic Act, Environmental Protection Act, Environmental Assessment Act	Design and drafting of capital contracts. Maintain records of city infrastructure.	6.3	287.4
Infrastructure & Operations - Tax	Engineering - Traffic Engineering	Mandatory	Highway and Traffic Act	Recommend and design traffic control, maintain traffic control records, create and revise Traffic By-law and carry out traffic studies.	1.3	115.5
Infrastructure & Operations - Tax	Engineering - Earth Care and Climate Adaptation	Business Case	O'Reg 588/17, Infrastructure for Jobs and Prosperity Act, 2015, c. 15, Municipal Planning Act – Section III – Official Plans	Oversee development and implementation of Earth Care Sustainability Plan and Climate Adaptation Plan for the City and community.	2.0	112.1
Infrastructure & Operations - Tax	Central Support - Manager & Capital & Budget Analysis	Primary		Administrative and budget support for division managers and oversee graffiti and eye programs.	6.0	356.8
Infrastructure & Operations - Tax	Central Support - Crossing Guard Program	Mandatory	Highway and Traffic Act, S 176	Provide safe crossings for school children at over 40 locations across the City.	13.6	479.6

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Infrastructure & Operations - Tax	Central Support - Eye on the Street	Discretionary	Municipal Freedom of Information and Protection of Privacy Act	Maintain and operate video camera network in downtown areas served by Business Improvement Areas (BIA's).	-	133.8
Infrastructure & Operations - Tax	Central Support - Financial and Administrative Services	Primary		Provide financial and administrative support for Roads, Parks, Environment, Engineering and Parks. Support all departmental capital spending, including bookings, contract document preparation and revenue reconciliation. Provide phone and reception services for Victoriaville.	11.0	471.2
Infrastructure & Operations - Tax	Central Support - Financial Services: Landfill	Primary		Provide financial and administrative support for Roads, Parks, Environment and Solid Waste.	4.2	0.4
Infrastructure & Operations - Tax	Central Support - Communication	Primary		Provide communication services, coordinate open houses and consultation processes for the department.	1.0	51.2
Infrastructure & Operations - Tax	Central Support - Dispatch	Primary		Provide 24 hour dispatch service to receive calls about infrastructure issues. Monitor north and south yards by foot patrol and monitoring cameras during evenings and weekends.	8.1	282.1
Infrastructure & Operations - Tax	Central Support - Concession Services	Business Case	Health Promotion & Protection Act (Food safety standards and Health Unit inspections)	Operate food services in 6 arenas and Fort William Stadium.	5.8	(80.2)
Infrastructure & Operations - Tax	Parks - Administration and Planning	Primary	O'Reg 588/17, Infrastructure for Jobs and Prosperity Act, 2015	Manage Park's operations, plan and deliver asset management program for Parks assets.	4.9	870.5
Infrastructure & Operations - Tax	Parks - General Parks North	Business Case	TSSA (Rides standards), CSA Z614-14 (playground equipment), Accessibility for Ontarians with Disabilities Act 2005, Protection of Cruelty to Animals Act (barn animals), O'Reg 141/18 Health Protection & Promotion Act (Splash Pads)	Maintain Park's green spaces and recreational facilities and operates Centennial Park and Trowbridge Falls Campground. Maintain and supervise boarded and unboarded outdoor winter rinks at 18 locations.	32.3	3,170.6
Infrastructure & Operations - Tax	Parks - Horticulture - Mountainview Cemetery	Mandatory	Funeral, Burial and Cremation Services Act, 2002	Provision of perpetual care for graves and pre-need interment right sales.	5.5	265.6
Infrastructure & Operations - Tax	Parks - Horticulture - Tree Maintenance	Mandatory	O'Reg 145/01 Professional Forester Act, O'Reg 588/17, Infrastructure for Jobs and Prosperity Act, 2015	Provides for the ongoing health and maintenance of the City's street tree inventory. Reduces risk to corporation.	7.5	660.3
Infrastructure & Operations - Tax	Parks - Horticulture - Conservatory & Greenhouses	Discretionary		Provides for the facility, and grows, plants and maintains flowers in City parks.	5.5	621.8
Infrastructure & Operations - Tax	Parks - General Parks South	Business Case	TSSA (Rides standards), CSA Z614-14 (playground equipment), Accessibility for Ontarians with Disabilities Act 2005, O'Reg 141/18 Health Protection & Promotion Act (Splash Pads)	Maintains Park's green spaces and recreational facilities and operates Chippewa Park including rides, pavilion and campground. Maintain and supervise boarded and unboarded outdoor winter rinks at 19 locations.	30.0	2,688.2
Infrastructure & Operations - Tax	Parks - Golf	Discretionary		Provide recreational opportunities for golfers at two courses in the city.	20.6	424.9
Infrastructure & Operations - Tax	Solid Waste - Waste Collection	Mandatory	Environmental Protection Act, Regulation 347, Municipal Act	Garbage collection program for residential, multi-residential, industrial, commercial and institutional customers.	31.8	4,407.1

## City of Thunder Bay City Services Profile

DEPARTMENT	DIVISION	SERVICE TYPE	LEGISLATION/DETAILS	SERVICE DETAIL	FTEs REQUIRED	2018 NET BUDGET IN \$000s COST (REVENUE)
Mayor & Council	Mayor's Office	Mandatory	Municipal Act, 2001, S. 217 (1) & (3)	Election of Council and Head of Council.	3.0	338.0
Mayor & Council	City Council - General Council	Mandatory	Municipal Act, 2001, S. 217 (1)	Four is the minimum number of Council members.	4.0	254.7
Mayor & Council	City Council - General Council	Discretionary	Municipal Act, 2001, S. 217 (1)	Eight Council members over minimum.	8.0	509.4
Mayor & Council	City Council - Sister Cities	Discretionary		Committee provides oversight and advice on Sister City program.	-	25.0
Outside Boards	Thunder Bay Police Service	Mandatory	Police Services Act	Municipality is required to provide adequate and effective police services in accordance with its needs.	336.6	40,706.3
Outside Boards	Lakehead Region Conservation Authority	Mandatory	Conservation Authority Act, S. 21,26, 27		-	140.8
Outside Boards	Thunder Bay District Health Unit	Mandatory	Health Protection & Promotion Act, S 72		-	2,238.1
Outside Boards	District of Thunder Bay Social Services Administration Board (DSSAB)	Mandatory	DSSAB Act, S6	Contribution to DSSAB.	-	16,522.2
Outside Boards	Parking Authority	Business Case	By-laws relating to the Parking Authority: Parking Authority By-law 101-2007 Parking By-law 100-2007 Traffic By-law 40-2016 User Fee By-law 29-2018	Operation, maintenance, and administration of street meters, surface lots, and parkades. Administration of parking enforcement services throughout the City including downtown, residential, and other municipal areas. Promote compliance to parking restrictions established for traffic safety, traffic flow, street maintenance, parking turnover, and residential convenience reasons.	8.5	-
Outside Boards	Community Economic Development Corporation (CEDC)	Business Case		Business development, tourism services, community marketing, and entrepreneur centre.	18.3	2,582.1
Outside Boards	Thunder Bay Public Library	Discretionary		Library services to the Community are provided through four branches and a virtual library presence remotely.	-	6,040.4
Outside Boards	Victoriaville Centre	Business Case		Shopping mall.	-	462.0
Outside Boards	BIA - Victoria Ave	Business Case		Make these areas attractive and user friendly to patrons. Encourage development of business in the area with resulting economic benefits.	-	60.0
Outside Boards	BIA - Waterfront District	Business Case		Make these areas attractive and user friendly to patrons. Encourage development of business in the area with resulting economic benefits.	-	81.5
<b>Total Tax Supported Operations</b>					<b>1,921.8</b>	<b>225,359.7</b>

## City of Thunder Bay City Services Profile

DEPARTMENT	DIVISION	SERVICE TYPE	LEGISLATION/DETAILS	SERVICE DETAIL	FTEs REQUIRED	2018 NET BUDGET IN \$000s COST (REVENUE)
Infrastructure & Operations - Rate	Solid Waste - (Recycling) Tax and Rate Supported	Mandatory	Environmental Protection Act, Reg. 101/94, Environmental Compliance Approval, Waste Free Ontario Act	Recycling - residential/multi-residential curbside collection, recycling depots and leaf & yard waste collection.	2.0	415.2
Infrastructure & Operations - Rate	Solid Waste - (Recycling) Tax and Rate Supported	Mandatory	Environmental Protection Act, Reg. 101/94, Environmental Compliance Approval, Waste Free Ontario Act	Transfer from reserve fund.	-	(415.2)
Infrastructure & Operations - Rate	Solid Waste - (Landfill) Rate Supported	Mandatory	Environmental Protection Act, Reg. 347, Reg. 232, Environmental Compliance Approval, O'Reg 588/17, Infrastructure for Jobs and Prosperity Act, 2015	Operation of the landfill site disposing of refuse, contaminated soil, sludge and methane gas/leachate collection system within Ministry guidelines.	13.4	(1,224.4)
Infrastructure & Operations - Rate	Solid Waste - (Landfill) Rate Supported	Mandatory	Environmental Protection Act, Reg. 347, Reg. 232, Environmental Compliance Approval, O'Reg 588/17, Infrastructure for Jobs and Prosperity Act, 2015	Transfer of surplus to reserve fund to fund the capital budget in accordance with the Financial Plan.	-	1,224.4
Infrastructure & Operations - Rate	Waterworks - Rate Supported	Mandatory	Safe Drinking Water Act, Ontario Water Resources Act, Environment Protection Act, Clean Water Act, Public Health & Safety, Sustainable Water & Sewage Systems Act, O'Reg 588/17, Infrastructure for Jobs and Prosperity Act, 2015	Provide safe supply of water for public health, fire protection and support local economy. Operate and maintain water treatment plant, reservoirs and pumping stations and 37,555 water services.	75.8	(5,308.5)
Infrastructure & Operations - Rate	Waterworks - Rate Supported	Mandatory	Safe Drinking Water Act, Ontario Water Resources Act, Environment Protection Act, Clean Water Act, Public Health & Safety, Sustainable Water & Sewage Systems Act, O'Reg 588/17, Infrastructure for Jobs and Prosperity Act, 2015	Transfer of surplus to reserve fund to fund the capital budget in accordance with the Financial Plan.	-	5,308.5
Infrastructure & Operations - Rate	Wastewater - (Sewer) Rate Supported	Mandatory	Ontario Water Resources Act, Environment Protection Act, Public Health & Safety, Sustainable Water & Sewage Systems Act, Fisheries Act, O'Reg 588/17, Infrastructure for Jobs and Prosperity Act, 2015	Provide wastewater collection & treatment. Operate and maintain wastewater treatment plant, lift stations and 523 km sanitary and combined sewers, and 339 km stormwater main. 34,151 sanitary service connections and 2 dams.	52.7	(5,007.7)
Infrastructure & Operations - Rate	Wastewater - (Sewer) Rate Supported	Mandatory	Ontario Water Resources Act, Environment Protection Act, Public Health & Safety, Sustainable Water & Sewage Systems Act, Fisheries Act, O'Reg 588/17, Infrastructure for Jobs and Prosperity Act, 2015	Transfer of surplus to reserve fund to fund the capital budget in accordance with the Financial Plan.	-	5,007.7
Infrastructure & Operations - Rate	Prince Arthur's Landing Waterfront Park (Boater Services) - Rate Supported	Business Case		Provides for the operation & maintenance of 271 slips at the Marina for resident and visiting boaters.	2.1	(70.0)
Infrastructure & Operations - Rate	Prince Arthur's Landing Waterfront Park (Boater Services) - Rate Supported	Business Case		Transfer of surplus to reserve fund to fund capital.	-	70.0
<b>Total Rate Supported Operations</b>					<b>146.0</b>	<b>-</b>

## **SERVICE TYPES**

### **Mandatory**

Minimum level of service the Municipality is required to provide as per current legislation.

### **Primary**

Main services that a Municipality provides that support, or enable, the mandatory services.

### **Business Case**

A business case (economic impact) can be made for the service.

### **Discretionary**

City Council chooses whether or not to provide a particular service.