MEETING: Committee of the Whole

DATE: Monday, April 29, 2019

OPEN SESSION in S.H. Blake Memorial Auditorium at 6:30 p.m.

Committee of the Whole - Administrative Services Session
Chair: Councillor M. Bentz

DISCLOSURES OF INTEREST

CONFIRMATION OF AGENDA

Confirmation of Agenda - April 29, 2019 - Committee of the Whole

With respect to the April 29, 2019 Committee of the Whole meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

REPORTS OF COMMITTEES

Community Communications Committee Minutes

Minutes of Meetings No. 04-2018 and No. 01-2019 of the Community Communications Committee held on December 20, 2018 and January 22, 2019, respectively, for information.

50th Anniversary Celebration Steering Committee Minutes

Minutes of Meeting No. 1-2019 of the 50th Anniversary Celebration Steering Committee held on February 22, 2019, for information.

Thunder Bay Police Services Board Minutes

Minutes of Meetings No. 6-2019 and No. 8-2019 of the Thunder Bay Police Services Board held on January 15, 2019 and February 19, 2019, respectively, for information.

Crime Prevention Council Minutes

Minutes of Meeting No. 01-2019 of the Crime Prevention Council held on January 16, 2019, for information.
Committee of the Whole – April 29, 2019

Official Recognition Committee Minutes

Minutes of Meetings No. 01-2019 and No. 02-2019 of the Official Recognition Committee held on January 21, 2019 and February 11, 2019, for information.

REPORTS OF MUNICIPAL OFFICERS

Contract 1, 2019- Asphalt Surface Rehabilitation I


Pending the passage of the resolution at the Committee of the Whole meeting, the resolution will be presented for ratification at the City Council meeting to be held later in the evening and will require a two-thirds vote.

With respect to Report No. R 18/2019 (Infrastructure and Operations – Engineering), we recommend that Contract No. 1, 2019 for Asphalt Surface Rehabilitation I be awarded to Pioneer Construction Inc. which submitted the lowest tender in the amount of $4,250,815.73 (inclusive of HST); it being noted that the amount shown is based on estimated quantities; final payment for this Contract will be based on measured quantities for the completed work;

AND THAT Appropriation Change Order No. 3 be approved;

AND THAT the General Manager of Infrastructure and Operations report significant variations any in the Contract quantities to City Council;

AND THAT the Mayor and Clerk be authorized to sign all documentation related to this matter;

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

Contract 3, 2019- Sewer and Water I


Pending the passage of the resolution at the Committee of the Whole meeting, the resolution will be presented for ratification at the City Council meeting to be held later in the evening and will require a two-thirds vote.

With respect to Report No. 35/2019 (Engineering and Operations-Engineering), we recommend that Contract 3, 2019 for Sewer and Watermain Replacement I be awarded to Nadin Contracting Ltd, which submitted the lowest tender in the amount of $2,511,870.79 (inclusive of HST); it being noted that the amount shown is based on estimated quantities; final payment for this Contract will be based on measured quantities for the complete work;
AND THAT the General Manager of Infrastructure and Operations report significant variations in the Contract quantities to City Council;

AND THAT the Mayor and Clerk be authorized to sign all documentation related to this matter;

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

**Contract 4, 2019- Syndicate Avenue Storm Sewer and Watermain**

Report No. 58/2019 (Infrastructure and Operations - Engineering) recommending the award of Contract 4, 2019- Syndicate Avenue Storm Sewer and Watermain to Makkinga Contracting and Equipment Rentals

Pending the passage of the resolution at the Committee of the Whole meeting, the resolution will be presented for ratification at the City Council meeting to be held later in the evening and will require a two-thirds vote.

With respect to Report R 58/2019 (Infrastructure and Operations – Engineering) we recommend that Contract 4, 2019 – Syndicate Avenue Storm Sewer and Watermain be awarded to Makkinga Contracting and Equipment Rentals Ltd. who submitted the lowest tender in the amount of $1,904,452.28 [inclusive of HST]; it being noted that the amount shown is based on estimated quantities, final payment for this Contract will be based on measured quantities for the completed work;

AND THAT the General Manager of Infrastructure and Operations report significant variations in the Contract quantities to City Council;

AND THAT the Mayor and City Clerk be authorized to sign all documentation related to these matters;

AND THAT any necessary bylaws be presented to City Council for ratification.

**Contract 6, 2019 - Empress Avenue Reconstruction - Phase II**

Report No. 28/2018 (Infrastructure and Operations - Engineering) recommending the award of Contract 6, 2019 - Empress Avenue Reconstruction Phase II to Makkinga Contracting and Equipment Rentals

Pending the passage of the resolution at the Committee of the Whole meeting, the resolution will be presented for ratification at the City Council meeting to be held later in the evening and will require a two-thirds vote.
With respect to Report R 28/2019 (Engineering & Operations – Engineering) we recommend that Contract 6, 2019 – Empress Avenue Reconstruction – Phase II be awarded to Makkinga Contracting and Equipment Rentals Ltd. who submitted the lowest tender in the amount of $2,651,012.21 [inclusive of HST]; it being noted that the amount shown is based on estimated quantities, final payment for this Contract will be based on measured quantities for the completed work;

AND THAT the General Manager of Infrastructure and Operations report any significant variations in the contract quantities to City Council;

AND THAT the Mayor and City Clerk be authorized to sign all documentation related to these matters;

AND THAT any necessary bylaws be presented to City Council for ratification.

2018 Annual Action Report, Crime Prevention Council

Report No. 69/2019 (Corporate Strategic Services) contains a summary of key activities implemented from the action items in Safer Thunder Bay-2017-2020: Community Safety & Well-Being Strategy, for information only.

Memorandum from Ms. K. Lewis, Director - Corporate Strategic Services, dated April 16, 2019 requesting to provide a presentation relative to the Crime Prevention Council 2018 Annual Action Report.

Crime Prevention Council Terms of Reference

Report No. 68/2019 (Corporate Strategic Services) recommending acceptance of updated Terms of Reference.

With respect to Report No. R68 /2019 (Corporate Strategic Services), we recommend that the Terms of Reference for the Crime Prevention Council, as appended to this Report, be approved;

AND THAT the necessary bylaws be presented to City Council for ratification.

Draft 2019-2022 Corporate Strategic Plan

Memorandum from Ms. K. Lewis, Director - Corporate Strategic Services, dated April 18, 2019 relative to the draft 2019-2022 Corporate Strategic Plan.

Attachment A - Draft 2019-2022 Corporate Strategic Plan, One City, All Together (Distributed Separately)
Long Term Tax Strategy

Report No. 59/2019 (Corporate Services & Long Term Care - Revenue) recommending a long term property tax strategy to guide administration in the preparation of annual tax policies.

With respect to Report No. 59/2019 (Corporate Services & Long Term Care - Revenue), we recommend that a long-term property tax strategy be established to guide Administration in preparation of annual tax policies with the following considerations:

1. Graduated taxation in the large industrial property class be phased out by increasing the low band rate;
2. The broad class industrial ratio be reduced from 2.925444 (2018) to 2.63, the provincial threshold ratio for the industrial property class by reducing the large industrial tax ratio;
3. The multi-residential tax ratio be reduced from 2.422438 (2018) to the provincial threshold ratio of 2.0; with the revenue from growth in the new multi-residential property class being directed to reduce the multi-residential tax ratio;
4. The commercial tax ratio be reduced from 2.137932 (2018) to 1.98, the provincial threshold ratio for the commercial property class by adopting the starting ratio each year;
5. Recommendations in paragraphs 1-4 be limited to the extent that the impact on a median residential property does not exceed the Council approved tax levy increase for the year by more than 0.5% (i.e., 2019, 2.29% levy increase before growth is equal to not more than 2.79% tax rate increase for residential property owners)
6. The annual tax policy report will provide two options for Council’s consideration including; an option which will reflect recommendations in paragraphs 1-5; and a status quo option (starting ratios with same tax policies as adopted by City Council in the previous year);

2019 Budget Variance Report #1

Report No. R 63/2019 (Corporate Services & Long Term Care - Financial Services) provides projections to City Council of the City’s financial position to year-end, for information only.

2020 Proposed Budget Calendar

Report No. 75/2019 (Corporate Services & Long-Term Care - Financial Services) recommending approval of the Proposed Budget Calendar for the 2020 Budget.

With respect to Report No. R 75/2019 (Corporate Services & Long Term Care - Financial Services), we recommend that the dates for Special Committee of the Whole meetings to deliberate the 2020 Capital and Operating Budgets for the City of Thunder Bay be approved in accordance with Attachment A - 2020 Budget Calendar;

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

Report No. 66/2019 (Development & Emergency Services - Thunder Bay Fire Rescue), recommending that the Strategic Planning process for Thunder Bay Fire Rescue commence.

Pending the passage of the resolution at the Committee of the Whole meeting, the resolution will be presented for ratification at the City Council meeting to be held later in the evening and will require a two-thirds vote.

With respect to Report No. R 66/2019 (Thunder Bay Fire Rescue), we recommend that the Strategic Planning process for Thunder Bay Fire Rescue commence with Emergency Management & Training Inc being awarded the work as outlined in this Report;

AND that Appropriation Change Order No 5, as appended to this Report, be approved;

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

Community Communications Committee - Terms of Reference

Report No. R 56/2019 (City Manager's Office - Office of the City Clerk) recommending that the Terms of Reference for the Community Communications Committee, as appended to this Report as Attachment A, be approved.

With respect to Report No R 56/2019 (City Manager’s Office - Office of the City Clerk), we recommend that the Terms of Reference for the Community Communications Committee, as appended to this Report as Attachment A, be approved;

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

Review of 2018 Municipal & School Board Elections

This Report reviews the conduct of the 2018 Municipal & School Board General Elections, focusing on the use of Internet and Telephone voting and its impact on voting behaviour, for information only.

NEW BUSINESS

ADJOURNMENT
MEETING DATE  04/29/2019 (mm/dd/yyyy)

SUBJECT  Confirmation of the Agenda

SUMMARY

Confirmation of Agenda - April 29, 2019 - Committee of the Whole

RECOMMENDATION

With respect to the April 29, 2019 Committee of the Whole meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.
MEETING DATE     04/29/2019 (mm/dd/yyyy)

SUBJECT     Community Communications Committee Minutes

SUMMARY

Minutes of Meetings No. 04-2018 and No. 01-2019 of the Community Communications Committee held on December 20, 2018 and January 22, 2019, respectively, for information.

ATTACHMENTS

1 Comm Comm minutes Dec 20 2018
2 Comm Comm minutes Jan 22 2019
MEETING: COMMUNITY COMMUNICATIONS COMMITTEE PAGE 1 OF 3

DATE: THURSDAY, DECEMBER 20, 2018

MEETING NO. 4-2018

TIME: 12:12 PM

PLACE: MCNAUGHTON ROOM

CHAIR: COUNCILLOR S. CH’NG

PRESENT:
Councillor S. Ch’ng
Councillor C. Fraser
Councillor B. Hamilton

OFFICIALS:
Mr. N. Gale, City Manager
Ms. K. Lewis, Director – Corporate Strategic Services
Ms. S. Levanen, Supervisor – Corporate Communications
Ms. L. Lavoie, Committee Coordinator

1.0 DISCLOSURES OF INTEREST

None.

2.0 AGENDA APPROVAL

MOVED BY: Councillor B. Hamilton
SECONDED BY: Councillor C. Fraser

With respect to the December 20, 2018 Community Communications Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

3.0 CONFIRMATION OF PREVIOUS MINUTES

MOVED BY: Councillor C. Fraser
SECONDED BY: Councillor B. Hamilton

THAT the Minutes of Meeting No. 03-2018 of the Community Communications Committee held on June 19, 2018 be approved.

CARRIED
4.0 CORPORATE COMMUNICATIONS OVERVIEW

Ms. K. Lewis, Director - Corporate Strategic Services provided an overview of Corporate Communications, including:

- Organizational chart
- Summary of team members’ responsibilities
- Core functions of department
- Upcoming projects
- Branding
- Media relations
- Digital communications (social media, website, Pingstreet app, Mytbay)

5.0 2019 CITIZEN SATISFACTION SURVEY

Ms. K. Lewis, Director - Corporate Strategic Services provided an overview relative to the above-noted.

The Citizen Satisfaction Survey has been conducted by telephone every two years since 2005 to receive feedback on Citizens’ priorities and gather their input relative to City services.

An edited copy of the 2017 Questionnaire was distributed at the meeting, showing changes planned for the 2019 survey. Some significant changes are:

- Length (shorter, approximately 15 minutes)
- Removal of questions using MaxDiff methodology
- Descriptions will be simplified
- Addition of questions relative to racism

A draft survey will be presented to Committee in January, survey calls will be made in February and survey results will be presented to Council on March 4, 2019.

Ms. K. Lewis

6.0 MEETING SCHEDULE

It was consensus of Committee to change the meeting start time to 5 p.m. Ms. L. Lavoie, Committee Coordinator will poll Committee members to determine future meeting dates.
7.0 NEW BUSINESS

8.0 NEXT MEETING
   The next Committee meeting is scheduled for January 22, 2019 at 5:00 p.m. in the Martin Room.

9.0 ADJOURNMENT
   The meeting adjourned at 2:09 p.m.
1.0 ELECTION OF CHAIR AND VICE CHAIR

MOVED BY: Councillor M. Bentz
SECONDED BY: Councillor B. Hamilton

WITH respect to the position of Chair on the Communications Committee, we recommend that Councillor S. Ch’ng be appointed Chair of the Committee for the 2019 calendar year, and until such time a replacement has been appointed, as required annually.

CARRIED

MOVED BY: Councillor B. Hamilton
SECONDED BY: Councillor M. Bentz

WITH respect to the position of Vice-Chair on the Communications Committee, we recommend that Councillor C. Fraser be appointed Vice-Chair of the Committee for the 2019 calendar year, and until such time a replacement has been appointed, as required annually.

CARRIED

2.0 DISCLOSURES OF INTEREST

None.
3.0 AGENDA APPROVAL

MOVED BY: Councillor C. Fraser
SECONDED BY: Councillor B. Hamilton

With respect to the January 22, 2019 Community Communications Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

4.0 2019 CITIZEN SATISFACTION SURVEY

Ms. D. MacDonald, Director – Ipsos joined the meeting via teleconference for discussion of this item.

Ms. K. Lewis, Director – Corporate Strategic Services read the Citizen Satisfaction Survey questions, received feedback from Committee Members and responded to questions. Ms. D. MacDonald responded to questions.

Ms. K. Lewis informed the Committee that the survey would be conducted from January 31 to February 9, 2019.

Citizens will also have access to an online survey. While the online survey is not statistically valid, it gives all citizens a voice and provides a good opportunity to engage people who want to participate but do not receive a phone call.

There was discussion about the timing of the survey. Members of the Committee agreed that the survey should be conducted during the same time period as 2017 for continuity of data. It was the consensus of Committee to move the survey to April 2019.

Ms. K. Lewis will contact Ipsos regarding the date change.

5.0 REVIEW OF COMMITTEE TERMS OF REFERENCE

The Committee Terms of Reference were reviewed, as required annually.

It was consensus of Committee to edit the first paragraph under Timelines to read:
The Committee will meet on a monthly basis in accordance with the calendar of meeting dates for the year, or at the call of the Chair. The calendar of meeting dates shall be approved by Committee on an annual basis.

6.0 EXTERNAL CORRESPONDENCE REVIEW

The Chair provided remarks relative to external correspondence, noting that language in correspondence from the City to Citizens should be simpler, similar to language used on the new City website.

The Chair recommends starting with a review of the correspondence which accompanies water bills and property tax bills.

The Chair would also like to see an option for paperless billing.

7.0 COMMUNITY COMMUNICATIONS COMMITTEE – COMMITTEE MEMBER COMMENTS

Ms. K. Lewis, Director - Corporate Strategic Services invited members of Committee to comment on why the Community Communications Committee is important.

Comments included:

- Communication is “where the rubber meets the road”
- Shows people they can reach out and be free to communicate with Council
- Engages the public, they feel heard and involved
- Want to engage the 18-34 demographic because youth have a lot to say and don’t always know where to say it
- Provide customer service
- The municipality needs to do better
- Need a customer centered approach at City Hall
- Let people know who to contact
- Proud of work the Committee has accomplished – i.e. the website and the Public Engagement Framework

8.0 NEW BUSINESS
9.0  NEXT MEETING

The next Committee meeting is scheduled for February 14, 2019 at 5:00 p.m. in the McNaughton Room.

10.0  ADJOURNMENT

The meeting adjourned at 6:52 p.m.
MEETING DATE  04/29/2019 (mm/dd/yyyy)

SUBJECT  50th Anniversary Celebration Steering Committee Minutes

SUMMARY

Minutes of Meeting No. 1-2019 of the 50th Anniversary Celebration Steering Committee held on February 22, 2019, for information.

ATTACHMENTS

1 50th ACSC minutes  Feb 22 2019
MEETING:
50th ANNIVERSARY CELEBRATION STEERING COMMITTEE

DATE: FRIDAY, FEBRUARY 22, 2019
TIME: 10:01 A.M.
PLACE: MARTIN ROOM
CITY HALL – 3RD FLOOR
500 DONALD STREET EAST

CHAIR: Councillor S. Ch'ng

PRESENT:
Councillor S. Ch'ng, Chair
Ms. L. Abthorpe, Heritage Researcher
Mr. J. Hannam, City Clerk
Ms. D. Imrie, Executive Director - Northwestern Ontario Sports Hall of Fame
Ms. S. Levanen, Supervisor - Corporate Communications
Ms. S. Reid, Digital And Travel Media Officer
Ms. J. Roberts, Community Hub Librarian - Learning, Thunder Bay Public Library
Ms. C. Robinson, President - Thunder Bay Chamber of Commerce
Mr. M. Szybalski, Corporate Records Manager & City Archivist
Ms. A. Terry, Acting Curator - Thunder Bay Art Gallery
Mr. T. Tronrud, Director - Thunder Bay Museum

ADMINISTRATIVE SUPPORT:
Ms. L. Lavoie, Committee Coordinator

1.0 DISCLOSURES OF INTEREST

None.

2.0 AGENDA APPROVAL

MOVED BY: Ms. D. Imrie
SECONDED BY: Ms. C. Robinson

With respect to the February 22, 2019 50th Anniversary Celebration Steering Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED
3.0 REVIEW OF PREVIOUS MEETING NOTES

Committee reviewed 50th Anniversary Steering Committee meeting notes from September 28, 2018.

4.0 REVIEW OF COMMITTEE TERMS OF REFERENCE

Draft of Committee Terms of Reference was distributed with agenda.

Mr. J. Hannam, City Clerk provided an overview of the Committee Terms of Reference.

The main intent of the Committee is to engage with other City advisory committees, existing community organizations, and local businesses to encourage them to create events or adapt existing events to recognize the 50th Anniversary theme.

A 2019 budget of $50,000 has been approved for planning an event on January 1, 2020. The committee must determine budget needs for next year and submit their funding request prior to the 2020 budget process.

MOVED BY: Ms. J. Roberts
SECONDED BY: Mr. T. Tronrud

That the 50th Anniversary Celebration Steering Committee accepts the Terms of Reference.

CARRIED

A report will be prepared and presented to City Council relative to Committee Terms of Reference.

5.0 OTHER ANNIVERSARIES

Ms. S. Levanen, Supervisor - Corporate Communications provided an overview of meetings with Lakehead University and Confederation College. Both organizations expressed support for incorporating the 50th anniversary theme throughout the year.

The following ideas were also discussed relative to other anniversaries:

- Engage businesses that are celebrating their 50th anniversary in 2020
- Any milestone anniversary (10th, 20th, 25th, etc.) can be connected to the 50th anniversary theme
• Spread the word to organizations via media, encouraging them to participate in the celebration with a special event (Ms. L. Abthorpe, Heritage Researcher will contact The Walleye)
• Celebrate heritage properties that will be celebrating their 50th anniversary in 2020
• Encourage existing event organizers to adopt a 50th anniversary theme in 2020 (i.e. Blues Fest, Doors Open, Sportsman’s Dinner, Chamber Awards, Thunder Pride, SnowDay on the Waterfront, etc.)
• All City events will include the 50th anniversary theme
• A timeline will be created once a number of events are established

6.0 DISCUSSION

Ms. S. Levanen, Supervisor - Corporate Communications noted that Administration will be working with Generator to develop branding. Discussion followed relative to potential for public involvement in creation of a theme for the 50th anniversary.

Public engagement software will be launched on the City website soon, which is potentially a way for citizens to get involved.

Mr. M. Szybalski, Corporate Records Manager & City Archivist will provide Ms. S. Levanen with the Heritage Advisory Committee’s bid to host the 2020 Ontario Heritage Conference, for information. In the spirit of the 50th anniversary of the City’s amalgamation, the bid’s theme was “Come Together”.

There was discussion relative to consulting with the Indigenous community. The Chair will contact Chief P. Collins and Mr. K. Ogima, Fort William First Nation to gather thoughts and feedback. Mr. J. Hannam, City Clerk will contact Thunder Bay Indigenous Friendship Centre.

It was the consensus of Committee to postpone presentation of the Terms of Reference report until the Indigenous community is consulted.

The Committee brainstormed further ideas including:

• Involve schools
• Scrolls and swag for citizens turning 50 in 2020
• Gifts for volunteers
• Reunions for sports teams
• Honouring Classes of 1970
• Concert celebrating 50 years of local music

It was noted that all 50 years will be celebrated in 2020, not only events which occurred in 1970.
There was discussion relative to a kick-off event on the 50th anniversary of the date of amalgamation, January 1, 2020. Mr. J. Hannam, City Clerk suggested building an event around the O’Kelly Armoury’s levee, a long tradition in the Canadian Forces associated with New Year’s Day. He will contact Lt. Col. David Ratz of the Lake Superior Scottish Regiment.

It was consensus of Committee to invite The Honourable Elizabeth Dowdeswell, Lieutenant Governor of Ontario to the kick-off event on January 1, 2020.

7.0 NEXT STEPS

The Committee discusses next steps including:

- Finalize list of 50 Memorable Moments, including not only well-known events, but also off-the-beaten-path, quirky events as well
- Finalize theme and logo with Generator
- Activate public engagement software
- Contact Indigenous community
- Search for businesses and heritage properties celebrating 50th anniversary or other milestones in 2020

8.0 NEW BUSINESS

None.

9.0 NEXT MEETING DATE

It was the consensus of Committee to meet on the forth Friday of each month, except when the date conflicts with a holiday.

The following meeting dates will be scheduled:

March 22  August 23
April 26   September 27
May 24    October 25
June 21   November 22
July 26    December 13

10.0 ADJOURNMENT

The meeting was adjourned at 11:01 a.m.
MEETING DATE 04/29/2019 (mm/dd/yyyy)

SUBJECT Thunder Bay Police Services Board Minutes

SUMMARY

Minutes of Meetings No. 6-2019 and No. 8-2019 of the Thunder Bay Police Services Board held on January 15, 2019 and February 19, 2019, respectively, for information.

ATTACHMENTS

1 PSB minutes Jan 15 2019
2 PSB minutes Feb 19 2019
DATE: JANUARY 15, 2019

TIME: 8:40 A.M.

PLACE: S. H. BLAKE MEMORIAL AUDITORIUM – CITY HALL

CHAIR: MR. T. LOCKWOOD

PRESENT:

Mayor B. Mauro
Councillor K. Oliver
Ms. C. Reitberger
Mr. T. Lockwood,

OFFICIALS:

Mr. J. S. Hannam, Secretary - Thunder Bay Police Services Board
Ms. S. Hauth, Chief of Police
Mr. D. Lewis, Acting Deputy Chief of Police
Mrs. N. Korcheski, Assistant to the Secretary

Mr. T. Lockwood, Administrator of the Board

DISCLOSURES OF INTEREST

Mayor B. Mauro sought clarification relative to a personal disclosure of interest.

It was noted that the item associated with the Disclosure of Interest is a Closed Session item and would be declared in Closed Session.

MOMENT OF SILENCE

Moment of Silence held in honor of the 41st anniversary of Constable J. Kusznier’s death.

CONFIRMATION OF AGENDA

It was the consensus of the Board to add Thunder Bay Police Service – Budget 2019 and Thunder Bay Police Association to the agenda as items of New Business.

MOVED BY: Mayor B. Mauro
SECONDED BY: Councillor K. Oliver

With respect to the Sixth Regular Session Meeting of the Fiftieth Thunder Bay Police Services Board held on January 15, 2019, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

APPROVED (by the Administrator of the Board)
CONFIRMATION OF MINUTES

The Minutes of the First Regular Session Meeting of the Fiftieth Thunder Bay Police Services Board held on December 10, 2018, the Minutes of the Fourth Regular Session Meeting of the Fiftieth Thunder Bay Police Services Board held on December 18, 2018, and the Minutes of the Reconvened Fourth Meeting of the Fiftieth Thunder Bay Police Services Board held on December 18, 2018, to be accepted.

MOVED BY: Mayor B. Mauro
SECONDED BY: Councillor K. Oliver

The Minutes of the First Regular Session Meeting of the Fiftieth Thunder Bay Police Services Board held on December 10, 2018, the Minutes of the Fourth Regular Session Meeting of the Fiftieth Thunder Bay Police Services Board held on December 18, 2018, and the Minutes of the Reconvened Fourth Meeting of the Fiftieth Thunder Bay Police Services Board held on December 18, 2018, be accepted.

APPROVED (by the Administrator of the Board)

CANINE PROGRAM

Chief S. Hauth – Thunder Bay Police Service, provided introduction of Constable Berube and PSD Lucek, for the Board’s information.

Chief S. Hauth and Constable Berube responded to questions of the Board.

Constable Berube and PSD Lucek left the meeting at 8:45 a.m.

REPORTS OF THE THUNDER BAY POLICE SERVICES

Thunder Bay Police Service – Annual Use of Force Report 2018

Report No. 04/19 (Police) relative to the above noted, for the Board’s information.

Sergeant R. Belcamino provided a brief overview relative to the above noted report and responded to questions of the Board.

Ontario Regulation 267-10 Section 11 Review

Report No. 03/19 (Police) relative to the above noted with respect to the in-custody injury of Mr. V. Finlayson, for the Board’s information.
Deputy Chief D. Lewis provided a brief overview relative to the above noted, for the Board’s information.

**TBPS Joint Health & Safety Committee Bi-Annual Report**

Report No. 05/19 (Police) providing a brief review of the activities of the TBPS Joint Health and Safety Committee from July to December, 2018, for the Board’s information.

Mr. C. Adams, Management Co-Chair – TBPS Joint Health & Safety Committee, was in attendance to respond to questions of the Board.

The Board had no questions.

**GENERAL**

**Upcoming Training**

Ms. C. Reitberger, Board Chair, provided an update and responded to questions relative to upcoming Cultural Competency training.

It was noted that the Cultural Competency training will be scheduled for 2.5 days and will include a blanket ceremony. The trainers have been confirmed and the resources/training tools have been developed.

Mr. T. Lockwood, Administrator of the Board, provided an update and responded to questions relative to Governance training. The trainers (Prof. Andrew Graham – Queen’s University, and Mr. Fred Kaustinen – OAPSB) have been confirmed and the outline is complete. This training will also be scheduled for 2.5 days.

Mr. T. Lockwood responded to questions of the Board including information relative to the following:

- Members of the Board – will receive their vote back upon completion of both Cultural Competency and Governance training
- Training must be completed in person and will not be offered online

Mr. T. Lockwood introduced Mr. Graham Wight, Police Advisor – Ministry of Community Safety and Correctional Services, in attendance in the gallery, for the Board’s information.
Board Communication

Mr. T. Lockwood, Administrator of the Board, provided a verbal update with respect to the Board’s Communication Strategy.

It was noted that Gordon Strategy has been engaged and is currently working on the Board’s webpage.

Meeting Locations

Mr. J. S. Hannam, Secretary to the Board, provided a verbal update relative to potential meeting locations for upcoming Board meetings.

It was noted that discussion are on-going with Thunder Bay Public Library as a potential “home” location.

It was also noted that the Board’s annual meeting in Oliver Paipoonge will continue.

Report Recommendations – Update

Part V: Summary of Recommendations chart.

Mr. T. Lockwood, Administrator of the Board, provided an overview relative to the above noted chart.

It was noted that many of the items have been completed and that all are being worked on.

It was noted that an update relative to the above noted will be a standing item on the Board’s agenda relative to progress to date.

Mr. T. Lockwood responded to questions relative to the following:

- OCPC – authority or not relative to recommendations
- Cost implications associated with the recommendations
- OIPRD report – recommendations directed more to the Thunder Bay Police Service than the Board
- Recruitment, Retention and Promotion

Mr. J. S. Hannam responded to questions relative to clarification with respect to the Executive Director position in relation to the current Secretary position

Mr. T. Lockwood noted that he has met with Chief P. Collins – Fort William First Nation.
Ministry – Statement – Recommendations

Mr. T. Lockwood, Administrator of the Board, noted that this item was dealt with under Report Recommendations – Update.

Mr. G. Wight, Police Advisor – Ministry of Community Safety and Correctional Services, noted that he had no further information.

Chief of Police – Update on Recommendations

Report entitled “OIPRD Systemic Review Recommendations” from Chief S. Hauth, was distributed separately on desks, for the Board’s information.

Chief S. Hauth and Ms. H. Walbourne, In-House Legal Counsel, provided an overview and responded to questions relative to the above noted.

Discussion was held relative to the following:

- Reinvestigations of deaths – OIPRD can make recommendations
- 4 of the deaths in question have been reinvestigated through the Inquest
- Investigations – external agencies
- Officer name tags – community comparisons and cost implication – no final decision made as of yet
- February Board meeting – presentation relative to in car and body worn cameras
- Engagement of Thunder Bay Police Association with respect to recommendations
- Volunteerism – on-going – report to OIPRD to outline
- Psychological testing – no other Service in Ontario currently undertaking this type of testing – Mr. Lockwood will provide information to Ms. H. Walbourne relative to the testing.
- Funding and resources association with the recommendations

Divisional Court Decision

Mr. T. Lockwood, Administrator of the Board, and Ms. H. Walbourne, In-house Legal Counsel, provided an update relative to the above noted, for the Board’s information.

Acknowledgement and Reconciliation Circle

Ms. C. Reitberger – Board Chair, provided a verbal update relative to the above noted event held on Sunday, January 13, 2019.
It was noted that there was participation from two Elders, former police officer B. Baxter, eight drummers, two note-takers, two mental health counsellors, facilitator and numerous participants.

It was noted that the event was a positive exercise for reconciliation.

NEW BUSINESS

Thunder Bay Police Service Budget 2019

Handout entitled “City of Thunder Bay – Police Services Board – 2019 Budget” from Chief S. Hauth, was distributed separately on desks, for the Board’s information.

Chief S. Hauth provided an overview relative to the above noted handout.

Memorandum from Chief S. Hauth, dated January 15, 2019, relative to OIPRD recommendations and costs, was distributed separately on desks, for the Board’s review.

Chief S. Hauth provided an overview relative to the above noted memorandum and responded to questions of the Board.

Discussion was held relative to the following:

- All additional funding – items relative to OIPRD recommendations
- Downloading of costs on Police Service/Municipality from OIPRD and OCPC
- Financial support required to meet recommendations in reports

Mayor B. Mauro left the meeting at 10:34 a.m.

- Increase of five officers – sufficient?
- Comparable communities
- Civilian position

Mr. T. Lockwood, Administrator to the Board, asked for Board’s opinion relative to supporting the amendment to the Thunder Bay Police Services budget in the amount of $1,082,500 in accordance with the above noted information provided by Chief S. Hauth.

Board Members in attendance expressed their full support with respect to the ask.
The following motion was carried by Administrator of the Board.

With respect to the Thunder Bay Police Services budget as submitted to City Council for the City of Thunder Bay, we recommend the budget be amended in the amount of $1,082,500 in accordance with the presentation made by the Chief of Police at the January 15, 2019 Thunder Bay Police Services Board’s Regular Session meeting.

Chief S. Hauth noted that the motion would be presented to Council the evening of January 15, 2019 and noted that it would be appreciated if the Board Chair and Administrator would attend to show support and respond to questions.

The Board Chair and Administrator agreed to attend the meeting in which the motion would be presented to Council.

Mr. J. S. Hannam, Secretary to the Board, provided procedural clarification to the Board relative to the above noted motion.

Mr. T. Lockwood, Administrator of the Board, thanked Chief S. Hauth for the information provided relative to the above noted.

Thunder Bay Police Association

Mr. T. Lockwood, Administrator of the Board, noted the value of adding Thunder Bay Police Association as a Regular Session standing item on the Board’s agenda.

It was noted that the Thunder Bay Police Association would be added as a standing item on the Board’s Regular Session agendas.

Meeting Locations – continued

Ms. C. Reitberger, Board Chair, noted that Fort William First Nation expressed interest in hosting Thunder Bay Police Services Board meetings.

It was noted that the February Board meeting will be held at Fort William First Nation commencing at 9:00 a.m. Details to follow.
CONFIRMING BY-LAW

MOVED BY:  Councillor K. Oliver
SECONDED BY:  Ms. C. Reitberger

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

1. A By-law to confirm the proceedings of a Regular Session Meeting of The Corporation of the City of Thunder Bay, Thunder Bay Police Services Board, this 15th day of January, 2019.

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

   BY-LAW NUMBER:  PC1 – 2019

   APPROVED (by the Administrator of the Board)

ADJOURNMENT

The meeting adjourned at 10:50 a.m.

________________________  _____________________________
Chair                      Secretary
DATE: FEBRUARY 19, 2019
TIME: 9:07 A.M.
PLACE: FORT WILLIAM FIRST NATION – COMMUNITY HALL
CHAIR: MR. T. LOCKWOOD

PRESENT: OFFICIALS:
Mayor B. Mauro Mr. J. S. Hannam, Secretary - Thunder Bay Police Services Board
Councillor K. Oliver Ms. S. Hauth, Chief of Police
Ms. C. Reitberger Mr. D. Lewis, Acting Deputy Chief of Police
Ms. G. Morriseau Mrs. N. Korcheski, Assistant to the Secretary
Mr. T. Lockwood, Administrator of the Board

DISCLOSURES OF INTEREST

CONFIRMATION OF AGENDA

MOVED BY: Councillor K. Oliver
SECONDED BY: Mayor B. Mauro

With respect to the Eighth Regular Session Meeting of the Fiftieth Thunder Bay Police Services Board held on February 19, 2019, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

APPROVED (by the Administrator of the Board)

AFFIRMATION OF OFFICE

Ms. G. Morriseau was appointed as a Member of the Thunder Bay Police Services Board at the January 21, 2019 Committee of the Whole meeting and ratified the same night for a four year term expiring November 30, 2022.

The Affirmation of Office was read aloud by Ms. G. Morriseau, signed and filed.
PRESENTATION

Body Worn Cameras

Inspector D. Taddeo – Thunder Bay Police Service, provided a PowerPoint presentation entitled “Thunder Bay Police Service – Body Worn Camera Pilot Project”, showed video footage, and responded to questions, relative to the above noted.

Discussion was held relative to the following:

- Redaction
- Privacy impact assessment
- Full deployment – would be 130 cameras maximum
- Comparable community pilot projects
- Cost savings
- Human resources
- Data analysis after project – March 31, 2019
- Overall support of the project from officers

CONFIRMATION OF MINUTES

The Minutes of the Sixth Regular Session Meeting of the Fiftieth Thunder Bay Police Services Board held on January 15, 2019, to be accepted.

MOVED BY: Mayor B. Mauro
SECONDED BY: Councillor K. Oliver

The Minutes of the Sixth Regular Session Meeting of the Fiftieth Thunder Bay Police Services Board held on January 15, 2019, be accepted.

APPROVED (by the Administrator of the Board)

REPORTS OF THE THUNDER BAY POLICE SERVICES

Public Complaints Quarterly Report: October to December 2018

Report No. 06/19 (Police) relative to the above noted, for the Board’s information.
Public Complaints – Annual Review - 2018
Report No. 07/19 (Police) relative to the above noted, for the Board’s information.

Secondary Employment – Annual Report - 2018
Report No. 08/19 (Police) relative to the above noted, for the Board’s information.

Street Check – Annual Report – 2018
Report No. 09/19 (Police) relative to the above noted, for the Board’s information.
Inspector D. West provided an overview relative to the above noted.
Chief S. Hauth and Inspector D. West responded to questions relative to the above noted.
Discussion was held relative to the following:

- Legislative change recommendation
- Regulation – help or hindrance
- Arbitrary stops – not the way Thunder Bay Police Service polices

Unclaimed Funds
Report No. 10/19 (Police) relative to unclaimed funds with respect to Police Incidents P02177170, P18021397, and P18046138, and containing a recommendation.

MOVED BY: Councillor K. Oliver
SECONDED BY: Mayor B. Mauro

With respect to Report No. 10/19 (Police) – Unclaimed Funds as presented at the February 19, 2019 Regular Session meeting of the Thunder Bay Police Services Board, we recommend that a portion ($2,660.00) of the total abandoned funds ($8,048.30) be directed towards the purchase of two (2) covert cameras to augment investigative capabilities of the Intelligence Section of the Thunder Bay Police Service.

APPROVED (by the Administrator of the Board)
GENERAL

Thunder Bay Police Association

Standing agenda item.

No update at this time.

Upcoming Training

Ms. C. Reitberger – Board Chair, provided an update relative to upcoming Cultural Awareness
Training to be provided in March. It was noted that the training has five (5) modules, is
scheduled for 2.5 days, and will include a blanket ceremony.

Mr. T. Lockwood – Administrator of the Board, noted that Governance training will be held

Acknowledgement and Reconciliation Circle – Recommendation

Document entitled “Recommendations” relative to the above noted.

Ms. C. Reitberger – Board Chair, provided an update and responded to questions relative to the
above noted.

Update included the following:

- Follow up circle to be held
- Youth conference – Board Chair to attend
- Follow up / work plan / expectations / commitments – to be reflected in the next business
  plan

Board Communication

Mr. T. Lockwood – Administrator of the Board, provided an update relative to the above noted.

Mr. T. Lockwood and Mr. J. S. Hannam responded to questions of the Board including
information with respect to the following.

- Gordon Strategy – developing Board website, which will include an online deputation
  request form
- Information currently being sent to developers
• Firm experienced with Police Services Boards across the province
• Background information relative to need for additional Board communication

Meeting Locations

Mr. J. S. Hannam provided an update relative to the above noted with respect to Board meetings.

It was noted that the Board’s “home” location would be the Mary J. L. Black Library. It was also noted that the monthly Regular Session meetings will commence at 9:15 a.m., rather than 8:30 a.m., to allow for set up.

It was also noted that AV equipment costs are currently being researched.

Report Recommendations – Update

At the January 15, 2019 Regular Session Meeting of the Thunder Bay Police Services Board, Part V: Summary of Recommendations chart was presented.

Part V: Summary of Recommendations chart, represented.

Mr. T. Lockwood noted that the chart will be updated on an on-going basis as items are accomplished and complete.

Mobile Crisis Response Team

Chief S. Hauth provided a verbal update and responded to questions relative to the above noted.

It was noted that a presentation will be made to Members of Council in March of 2019 showcasing results with respect to the above noted.

Discussion was held relative to the following:

• Funding details
• Role of the LHIN – funding from LHIN to CMHA
• Report to Council to showcase results and benefits
• Potential for on-going funding
• Advocacy for funding – at the provincial level - have not approached federal level to date
• Role of the Inter-Governmental Affairs Committee with respect to advocating for funding
It was the consensus of the Board that a letter be drafted with respect to obtaining permanent funding from the LHIN to support the above noted project.

Request for Sponsorship – Aboriginal Youth Achievement and Recognition Awards

Information with respect to requesting sponsorship for the 2019 Aboriginal Youth Achievement and Recognition Awards, for the Board’s information.

Mr. J. S. Hannam provided a brief overview relative to the above noted sponsorship request and information relative to how funds are obtained (found property) for the Board’s Special Account.

MOVED BY: Ms. C. Reitberger
SECONDED BY: Councillor K. Oliver

With respect to the request for sponsorship for the 2019 Aboriginal Youth Achievement and Recognition Awards, we recommend that the amount of $2000.00 be approved;

AND THAT the funds be taken from the Board’s Special Account.

APPROVED (by the Administrator of the Board)

Request for Sponsorship – Thunder Bay Police Service

Correspondence from Detective Constable C. Woods requesting assistance to purchase new hockey jerseys for Thunder Bay Police Service representatives to wear in law enforcement hockey tournaments.

MOVED BY: Ms. C. Reitberger
SECONDED BY: Councillor K. Oliver

With respect to the request for assistance for new hockey jerseys for Thunder Bay Police Service representatives to wear in law enforcement hockey tournaments, we recommend that the amount of $1500.00 be approved;

AND THAT the funds be taken from the Board’s Special Account.

APPROVED (by the Administrator of the Board)
CONFIRMING BY-LAW

MOVED BY: Councillor K. Oliver
SECONDED BY: Mayor B. Mauro

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

1. A By-law to confirm the proceedings of a Regular Session Meeting of The Corporation of the City of Thunder Bay, Thunder Bay Police Services Board, this 19th day of February, 2019.

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

BY-LAW NUMBER: PC3 – 2019

APPROVED (by the Administrator of the Board)

ADJOURNMENT

The meeting adjourned at 10:19 a.m.

________________________ _____________________________
Chair Secretary
<table>
<thead>
<tr>
<th>MEETING DATE</th>
<th>04/29/2019 (mm/dd/yyyy)</th>
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</thead>
<tbody>
<tr>
<td>SUBJECT</td>
<td>Crime Prevention Council Minutes</td>
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</tbody>
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**SUMMARY**

Minutes of Meeting No. 01-2019 of the Crime Prevention Council held on January 16, 2019, for information.

**ATTACHMENTS**

1 CPC minutes Jan 16 2019
The Chair, J. Upton, called the meeting to order. The communication process was explained.

2.0 APPROVAL

With regards to the January 16, 2019 meeting of the Crime Prevention Council, we
recommend that the agenda as printed, including any additional information and new business, be confirmed.

3.0 **APPOINTMENTS OF CHAIR AND VICE-CHAIR**

Ms. F. Track, Committee Coordinator, administered the nominations for Chair and Vice Chair.

WITH RESPECT TO the positions of Chair and Vice Chair of the Crime Prevention Council, it was the consensus of the members that Mr. Jeff Upton be appointed as Chair of the Committee and that Ms. Linda Bruins be appointed as Vice Chair of the Committee for the remainder of the 2019 calendar year, and until such time a replacement has been appointed, as required annually.

The newly-appointed Chair, Mr. Upton assumed the position of Chair for the remainder of the meeting.

4.0 **PRESENTATION**

**Working Group for the Thunder Bay Police Service**

Ms. L. Desmoulins, Assistant Professor – Department of Aboriginal Education, Lakehead University introduced the “Breaking Barriers Shaping the Future” Committee, to provide a presentation relative to the proposed changes to the structure and function of the Aboriginal Liaison Unit.

Utilizing a PowerPoint presentation entitled “Re-Vamp of the ALU”, members of the Working Group for the Thunder Bay Police Service, Ms. A. Nurmela, Mr. D. Lee, Mr. D. West, Ms. K. Sawdo, and Mr. K. Ogima, provided an overview of the work they have been doing from April 2018 until January 2019 relative to revamping the structure and function of the Aboriginal Liaison Unit, and presented a draft of proposed changes.

Discussion was held relative to the above noted.

Ms. L. Desmoulins will provide her contact information through the Crime Prevention Council Coordinator to receive feedback relative to the proposed changes prior to finalizing the report.

The Chair thanked the group for making the presentation and appearing before the Crime Prevention Council.

5.0 **TERMS OF REFERENCE**

Ms. L. Chevrette, Coordinator - Crime Prevention Council, provided an update relative to the proposed revisions to the Crime Prevention Councils Terms of Reference. The Ad Hoc Committee for Terms of Reference is still reviewing the TOR, Draft Terms of Reference will be provided at a future meeting for review.
6.0 MINUTES OF PREVIOUS MEETING

THAT the Minutes of Meeting No. 04-2018 of the Crime Prevention Council, held on June 26, 2018 be approved.

It was the consensus of the CPC members present that the Minutes of Meeting No. 04-2018 of the Crime Prevention Council, held on June 26, 2018, be confirmed.

7.0 BUSINESS ARISING FROM PREVIOUS MINUTES - None

8.0 STANDING AGENDA ITEMS

8.1 SOUTH CORE PUBLIC SAFETY TASK FORCE

Ms. L. Chevrette, Coordinator, Crime Prevention Council, provided an update relative to the above noted.

8.2 THUNDER BAY DRUG STRATEGY UPDATE

Ms. C. Olsen – Coordinator of the Thunder Bay Drug Strategy, provided an update relative to the above noted.

8.3 NORTH WEST COMMUNITY MOBILIZATION NETWORK

Ms. M. Maddock, Coordinator - North West Community Mobilization Network, provided an update relative to the above noted.

8.4 POVERTY REDUCTION

Item was deferred.

8.5 HOUSING AND HOMELESSNESS

Ms. A. Bellavance, Co-Chair of the Housing and Homelessness Coalition, provided an update relative to the above noted.

9.0 PROJECT UPDATES

9.1 MENTAL HEALTH CRISIS RESPONSE

Chief S. Hauth, Thunder Bay Police Service, provided an update relative to the above noted.

Inspector R. Gibson, Thunder Bay Police Service, provided an update relative to the Joint Mobile Crisis Response Team Pilot Project and the benefits of the project. Currently the Canadian Mental Health Association is being funded for 1 – 12 hour shift. An application for funding is being
submitted to the Local Health Integration Network. It was the consensus of the committee to provide a letter of support for the application requesting funding for 24/7 shift.

9.2 PROJECT SOUNDCHECK

Ms. D. Dika, Executive Director of Sexual Abuse Centre Thunder Bay provided an update relative to the above noted. The Thunder Bay Coalition to End Human Trafficking will be hosting Human Trafficking Awareness Day, at the Intercity Shopping Centre on February 22, 2019.

10.0 WORKING GROUP UPDATES

10.1 Strong Neighborhoods, Ms. L. Bruins provided an update relative to the above.

10.2 Public Education, Ms. C. Petit provided an update relative to the above.

10.3 Respect, Ms. L. Chevrette, CPC Coordinator, provided an update relative to ongoing training.

11.0 CRIME PREVENTION OFFICE UPDATE

11.1 CRIME PREVENTION COUNCIL COORDINATOR UPDATE

Ms. L. Chevrette, Coordinator - Crime Prevention Council, provided an update relative to the above noted. Document entitled “Crime Prevention Council Coordinator Update – January 2019” was distributed with the agenda on January 10, 2019. Ms. L. Chevrette also provided an update relative to the Youth Inclusion Program and advised that regular updates relative to the Youth Inclusion Program will become a standing agenda item moving forward.

11.2 CRIME PREVENTION COUNCIL ANNUAL ACTION REPORT

Ms. L. Chevrette, Coordinator - Crime Prevention Council provided an update on the status of the 2018 Annual Action Report. The report will be available to view in March or April of 2019. Copies of the 2017 Annual Action Report were available to review.

11.3 COMMUNITY SAFETY AND WELL-BEING PLANNING

Ms. L. Chevrette, Coordinator - Crime Prevention Council, provided an update relative to the above. As per recent changes to the Legislation, the Municipality has 2 years to develop a new Community Safety and Well-Being Plan.

11.4 AD HOC COMMITTEE OF THE CRIME PREVENTION COUNCIL

Stores Summary of Meeting – December 11, 2018” was distributed with agendas on January 10, 2019.

Mr. J. Upton provided an update relative to a global initiative advocating equality and the end of violence and discrimination against women. Video entitled “White Ribbon Campaign” the joint initiative of the Crime Prevention Council and Lakehead Public Schools commemorating the National Day of Remembrance and Action on Violence Against Women, was presented.

12.0 ROUNDTABLE OF UPDATES

Members provided updates on the activities of their respective organizations/agencies.

13.0 NEW BUSINESS

14.0 NEXT MEETING

Meetings of the CPC are scheduled on the third Wednesday of every second month, from 4:00 - 6:30 p.m. in McNaughton Room, 3rd Floor of City Hall (unless otherwise notified*) as follows:

- Wednesday, March 20, 2019
- Wednesday, May 15, 2019
- Wednesday, June 19, 2019
- Wednesday, September 18, 2019
- Wednesday, November 20, 2019

15.0 ADJOURNMENT

The meeting was adjourned at 6:30 p.m.
MEETING DATE 04/29/2019 (mm/dd/yyyy)

SUBJECT Official Recognition Committee Minutes

SUMMARY

Minutes of Meetings No. 01-2019 and No. 02-2019 of the Official Recognition Committee held on January 21, 2019 and February 11, 2019, for information.

ATTACHMENTS

1 ORC minutes Jan 21 2019
2 ORC minutes Feb 11 2019
DATE: January 21, 2019

TIME: 1:35 P.M.

PLACE: Martin Room, City Hall

CHAIR: Ms. L. Turpin

PRESENCE:
Mr. J. Garland
Ms. K. Gibson
Councillor Peng You
Ms. O. Sawchuk
Ms. L. Turpin

OFFICIALS:
Ms. K. Power, Deputy City Clerk
Ms. K. Piche, Council Support Clerk

1.0 DISCLOSURES OF INTEREST

Ms. O. Sawchuk called the meeting to order at 1:35 p.m. There were no disclosures of interest declared at this time.

2.0 AGENDA APPROVAL

MOVED BY: Ms. K. Gibson
SECONDED BY: Ms. L. Turpin

With respect to the January 21, 2019 Official Recognition Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

3.0 MINUTES OF PREVIOUS MEETING

Ms. K. Power, Deputy City Clerk advised that the Minutes of Meeting No. 06-2018 of the Official Recognition Committee held on June 11, 2018 and Meeting No. 07-2018 held on November 5, 2018 were not yet prepared for distribution and approval. This is due to the shortage of resources in the Office of the City Clerk.

It was the consensus of the committee that the minutes be presented at the next regularly scheduled meeting.

4.0 APPOINTMENT OF CHAIR AND VICE-CHAIR

Ms. K. Power, Deputy City Clerk, administered the nominations for Chair and Vice Chair.

Ms. Ollie Sawchuk was nominated for the position of Chair and shared her thanks for the nomination but declined to let her name stand for the position of Chair.
Ms. L. Turpin was nominated for the position of Chair, and agreed to let her name stand. There were no other nominations.

Ms. Loretta Turpin was acclaimed Chair.

Ms. K. Gibson was nominated for the position of Vice Chair, and agreed to let her name stand. There were no other nominations.

Ms. K. Gibson was acclaimed Vice Chair.

MOVED BY: Councillor Peng You
SECONDED BY: Ms. O. Sawchuk

WITH RESPECT TO the positions of Chair and Vice Chair of the Official Recognition Committee, we recommend that Ms. L. Turpin be appointed Chair and that Ms. K. Gibson be appointed Vice Chair of the Committee for the remainder of the 2019 calendar year, and until such time a replacement has been appointed, as required annually.

CARRIED

The newly-appointed Chair, Ms. L. Turpin assumed the position of Chair for the duration of the meeting.

5.0 MONTHLY AWARDS

5.1 New Nominations

Ms. K. Power, Deputy City Clerk, circulated copies of information on two proposed nominations for consideration by the ORC, and provided an overview of each proposed nomination.

One of the nominations did not provide enough information, Ms. K Power will advise if further information is received relative to the nomination. Contact was made by Ms. K Power to the nominator but no response has been received to date.

Ms. Turpin will further investigate the other proposed nomination, and will provide clarification at the next ORC meeting.

6.0 ANNUAL AWARDS - CITIZENS OF EXCEPTIONAL ACHIEVEMENT AWARDS

6.1 Update on Venue

Ms. K. Power provided for information on venues contacted and pricing received for the 2019 event. Discussion was held relative to the options, pricing and accessibility of each location. It was the consensus of the committee that the Italian Cultural Centre be confirmed for the April 9, 2019 event. Ms. K. Power and Ms. L. Turpin will meet with the event organizer at the Italian Cultural Centre to confirm details and menu.
6.2 Update on Applications

Applications are open until January 30, 2019. Applications are being submitted online, in person and via mail. To date over 20 nomination forms have been received.

6.3 Update on Advertising completed

The following advertising efforts have been completed to encourage individuals and groups to nominate deserving volunteers for a Citizens of Exceptional Achievement Award.

- Social Media post – boosted on Facebook, Instagram and Twitter
- Public Service Announcement
- Media Release
- 99.9 the Bay – morning show coverage on Wednesday January 9, 2019
- Mail out completed in November 2018 to not for profit organizations and schools

Media coverage on the event was discussed. Copies of media stories will be provided for information. (Pages 4-10)

7.0 NEXT MEETING

Meetings of the ORC are scheduled on the second Monday of each month, except July and August, at 1:30 p.m. in the Martin Room, 3rd Floor of City Hall, unless otherwise directed.

The 2018 schedule of confirmed meetings is as follows:

- Monday, February 11, 2019
- Monday, March 11, 2019
- Monday, April 1, 2019 (date to be confirmed at the March meeting)
- Tuesday, April 9, 2019 (Citizens of Exceptional Achievement Awards)

8.0 ADJOURNMENT

The meeting adjourned at 3:01 p.m.
MEETING: OFFICIAL RECOGNITION COMMITTEE (ORC)

DATE: February 11, 2019
TIME: 1:32 P.M.
PLACE: Martin Room, City Hall
CHAIR: Ms. L. Turpin

PRESENT:
Mr. J. Garland
Ms. K. Gibson
Councillor Peng You
Ms. O. Sawchuk
Ms. L. Turpin

OFFICIALS:
Ms. K. Power, Deputy City Clerk
Ms. K. Piche, Council Support Clerk

Guest:
Ms. K. Chiappetta

1.0 DISCLOSURES OF INTEREST

Ms. L. Turpin called the meeting to order at 1:32 p.m. There were no disclosures of interest declared at this time.

2.0 INTRODUCTIONS

Ms. K. Power, Deputy City Clerk introduced Ms. K. Chiappetta who has been contracted to assist with the planning and event coordination for the annual citizens of exceptional achievement awards event on April 9, 2019. This is due to the staff shortage in the City Clerks office.

3.0 AGENDA APPROVAL

MOVED BY: Ms. Kathy Gibson
SECONDED BY: Councillor Peng You

With respect to the February 11, 2019 Official Recognition Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

It was the consensus of the committee to change the order of the agenda to move the annual awards as the first item for discussion.

4.0 ANNUAL AWARDS - CITIZENS OF EXCEPTIONAL ACHIEVEMENT AWARDS

4.1 Update on Venue
Ms. K. Power and Ms. L. Turpin provided an update on their site visit and meeting with the event organizer at the Italian Cultural Centre to confirm details and menu. The Mediterranean buffet was selected and it was determined that the committee would bring in their own cake/cupcakes and serve dessert in order to save costs. Ms. K. Chiappetta will be the contact person going forward with the Italian Cultural Centre. Ms. K. Power, Deputy City Clerk will provide the contact information and connect Ms. K. Chiappetta with the venue.

The theme of the event was discussed and it was the consensus of the committee for the theme “volunteers grow our community” to be used. The décor for the hall was discussed to use a monochromatic colour scheme and use pops of colour with paper napkins on the tables. Centerpieces will be discussed at the March meeting.

Committee members confirmed participation of the musician for the music during dinner, the piper to pipe the award recipients into the hall along with the vocalist for the singing of O Canada and the videographer for the event. Ms. K. Power, Deputy City Clerk will confirm with the photographer and provide the contact information to Ms. K. Chiappetta.

Printing of materials tickets and program was discussed. Ms. K. Chiappetta will coordinate the sale of tickets at the Thunder Bay 55 Plus Centre, Canada Games Complex and City Hall. She will also coordinate the printing of the programs and the editing of the bios for the program.

### 4.1 Update on Applications

Nominations closed at the end of January 2019. Confidential document titled “Citizens of Exceptional Achievement Nominations booklet and tracking sheet” was distributed to members of the Official Recognition Committee on Wednesday, February 6, 2019.

A discussion was held relative to the evaluation of all nominations received and nominations were selected to proceed to the Citizens of Exceptional Achievement Awards event. Nominations that did not meet the criteria for specific awards will receive correspondence from relative to the unsuccessful nomination. Only the nominator will be contacted if the nomination was not successful.

Confidential document titled “Citizens of Exceptional Achievement Nominations booklet and tracking sheet” was updated throughout the discussion and committee members were assigned biographies to write for the program in addition to any further information that was required to update nomination information.

It was the consensus of the committee to proceed with the nominations approved as per the tracking sheet and Ms. K. Chiappetta will send letters of notice to award recipients.

### 5.0 MINUTES OF PREVIOUS MEETING

Ms. K. Power, Deputy City Clerk advised that the Minutes of Meeting No. 01-2019 of the Official Recognition Committee held on January 21, 2019 to be confirmed.
MOVED BY: Ms. Kathy Gibson
SECONDED BY: Mr. John Garland

With respect to the Minutes of Meeting No. 01-2019 of the Official Recognition Committee held on January 21, 2019 be confirmed.

CARRIED

6.0 MONTHLY AWARDS

6.1 New Nominations

Ms. K. Power, Deputy City Clerk provided an update on a monthly application received that was redirected to the annual awards. The nomination was approved by the committee so the monthly award nomination is no longer required.

Ms. K. Power, Deputy City Clerk provided the nomination for the Special Olympics Curling Team who achieved gold at the Provincial Games. The nomination was approved and Ms. K. Power, Deputy City Clerk will contact award recipients to schedule the presentation at the March 11, 2019 Committee of the Whole Meeting. Ms. Ollie Sawchuk will attend the March 11, 2019 meeting to read the biography and assist with the presentation of the award.

7.0 NEXT MEETING

Meetings of the ORC are scheduled on the second Monday of each month, except July and August, at 1:30 p.m. in the Martin Room, 3rd Floor of City Hall, unless otherwise directed.

It was discussed that a change of meeting time is necessary to accommodate scheduling until May. The following dates were approved for upcoming meetings.

The 2018 schedule of confirmed meetings is as follows:

- Friday, March 15, 2019 – 2:30 pm
- Friday, April 5, 2019 – 2:30 pm
- Tuesday, April 9, 2019 (Citizens of Exceptional Achievement Awards)

8.0 ADJOURNMENT

The meeting adjourned at 3:16 p.m.
Committee of the Whole - April 29, 2019

**Corporate Report**

**DEPARTMENT/DIVISION**  
Infrastructure & Operations - Engineering & Operations  

**REPORT NO.**  
R 18/2019

**DATE PREPARED**  
01/23/2019

**MEETING DATE**  
04/29/2019 (mm/dd/yyyy)

**SUBJECT**  
Contract 1, 2019- Asphalt Surface Rehabilitation I

**RECOMMENDATION**

With respect to Report No. 18/2019 (Engineering & Operations - Engineering), we recommend that Contract 1, 2019 for Asphalt Surface Rehabilitation I be awarded to Pioneer Construction Inc., which submitted the lowest tender in the amount of $4,250,815.73 (inclusive of HST); it being noted that the amount shown is based on estimated quantities; final payment for this Contract will be based on measured quantities for the complete work;

AND THAT Appropriation Change Order No. 3 should be approved.

AND THAT the General Manager of Infrastructure and Operations report significant variations in the Contract quantities to City Council;

AND THAT the Mayor and Clerk be authorized to sign all documentation related to this matter;

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

**EXECUTIVE SUMMARY**

This report recommends Contract No. 1, 2019 for Asphalt Surface Rehabilitation I which involves repaving of various streets within the City of Thunder Bay be awarded to the lowest bidder, Pioneer Construction Inc. The 2019 capital budget includes sufficient funding for this work.

**LINK TO THE STRATEGIC PLAN**

This report directly supports Goal 7 of the City of Thunder Bay 2015-2018 Corporate Strategic Plan to have “Clean and beautiful streets and spaces.” This contract includes investment in the beautification of public areas; through the construction of a new landscape strip and planting beds at the Brodie Street parking lot.
This report directly supports Goal 8 of the City of Thunder Bay 2015-2018 Corporate Strategic Plan to become a “Leader in climate change adaptation,” and supports strategy 8.1 to “Plan for climate resilient infrastructure and services.” Goal 9 to become “Greener with protected and enhanced natural areas” is also supported through improved surface water management. This contract includes a storm water bio-retention facility in the Pioneer Ridge parking lot and a new oil and grit separator in the Brodie Street parking lot.

This report also directly supports Goal 18: Sustainable through enhanced infrastructure renewal of the City of Thunder Bay 2015-2018 Corporate Strategic Plan. This project includes the rehabilitation of the pavement surface on several City streets based on Engineering’s asset management plan.

**DISCUSSION**

As a result of the call for tenders, three [3] responses as listed below were received for Contract No. 1, 2019 – Asphalt Surface Rehabilitation I. The tendered costs include the applicable HST. The bids have been checked for mathematical errors and the corrections noted.

<table>
<thead>
<tr>
<th>CONTRACTOR</th>
<th>TENDER OPENING BID</th>
<th>CORRECTED BID</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pioneer Construction</td>
<td>$4,174,651.33</td>
<td>$4,250,815.73</td>
</tr>
<tr>
<td>Taranis Contracting</td>
<td>$4,287,640.70</td>
<td>$4,287,639.12</td>
</tr>
<tr>
<td>Bruno’s Contracting</td>
<td>$4,354,663.77</td>
<td>$4,354,663.77</td>
</tr>
</tbody>
</table>

The pre-tender estimate for this contract was $3,745,131.88. On review of the bids it appears the discrepancy is due to higher asphalt costs than past years, and contractors including additional costs to cover the increased risk, including traffic risk, on the section of Dawson Road.

Under this contract, sections of City streets will be rehabilitated by removing the existing asphalt pavement (full depth or partial depth) and placing a new layer of asphalt pavement. This contract also includes spot repairs to roadway drainage, sidewalks, curb and gutter, rehabilitation of a parking lot, new parking lot construction, and surface treatment of a gravel road. This is the first of two [2] contracts in 2019 that are related to asphalt surface rehabilitation of City streets.

Asphalt rehabilitation will be completed on sections of Dawson Road, Franklin Street, James Street, and West Riverdale Road.

Additionally, the asphalt surface of several residential streets will be rehabilitated. The residential work includes paving on sections of Cardinal Court, Bruce Street, Euclid Avenue, Huron Crescent/Shuniah Bay, McBean Street, Moodie Street, Phyllis Street, Sydney Street, Toiko Street, and West Arthur Street.

Miscellaneous paving to correct asphalt deformations at specific locations will be carried out on Algoma Street, Current Avenue, Lyon Boulevard East, High Street, John Street, Northern Avenue, Parsons Avenue, Prince Arthur Boulevard, Ravenwood Street, Red River Road, and Strathcona Avenue and other miscellaneous locations.
Rehabilitation of the asphalt surface at 239 Brodie Street South parking lot will be part of the work. Rehabilitation work will also include improving the storm water management of the parking lot and incorporating a new landscaping strip as recommended under the City’s Image Route Guidelines. These landscape improvements meet the requirements of the Image Route Guidelines and are funded by the Clean, Green, and Beautiful fund.

A new parking lot will be constructed at Pioneer Ridge. Parking lot construction will incorporate storm water management best practices, by means of a new bio-retention facility.

Surface treatment and drainage improvements will be completed on a section of Melbourne Road.

Pioneer Construction Inc. submitted the lowest tender for this contract. Pioneer Construction Inc. has previously completed similar asphalt resurfacing contracts for the City and more recently asphalt resurfacing work for the Ministry of Transportation. Administration recommends this firm is qualified to undertake the work.

The work is expected to start following the lifting of spring half load restrictions and continue until scheduled completion mid October 2019.

**LINK TO EARTHCARE SUSTAINABILITY PLAN**

This Report supports Goal 10 of the EarthCare Sustainability Plan 2014-2020 to “ensure that water resources in the local watershed are protected and enhanced” and increases the resilience of community through incorporating low impact development and green infrastructure features.

**FINANCIAL IMPLICATION**

The 2019 capital budget includes funding for the rehabilitation of streets listed in this contract. The landscape improvements will be funded by the Clean, Green and Beautiful fund and the parking lot at 239 Brodie Street S will be funded by DSSAB. However, there is a budget shortfall to fund the full extent of road rehabilitation. These funds are available through OCIF reserve funds in 2018. Appropriation #3 reflects this. It is recommended that all work proceed.

The following financial breakdown is provided

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Tendered Price</td>
<td>$4,250,815.73</td>
</tr>
<tr>
<td>Less HST Rebate</td>
<td>$422,824.50</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>3,827,991.23</strong></td>
</tr>
<tr>
<td>Engineering and Other City Costs</td>
<td><strong>$190,000.00</strong></td>
</tr>
<tr>
<td><strong>TOTAL COST</strong></td>
<td><strong>$4,017,991.23</strong></td>
</tr>
</tbody>
</table>
This contract includes a contingency allowance for work that is unforeseen. These funds can only be expended with the approval of the General Manager of Infrastructure and Operations.

CONCLUSION

It is concluded that Contract 1, 2019 be awarded to the low bidder, Pioneer Construction Inc. and that all work should proceed.

It is further concluded that Appropriation Change Order No. 3 should be approved.

BACKGROUND

The 2019 Capital Budget, Corporate Report 1/2019 (Corporate Services and Long Term Care – Finance) Proposed 2019 Operating and Capital Budget, includes tax base funding, Federal Gas Tax and EIRP funding for asphalt rehabilitation on various streets within the city.

Infrastructure and Operations Department asset management plan incorporates a pavement management system developed in 2000 which is used as a tool to help administration prioritize roadwork.

REFERENCE MATERIAL ATTACHED

Attachment ‘A’ – Change Order No. 3

PREPARED BY: Matthew Miedema, P. Eng., Project Engineer

<table>
<thead>
<tr>
<th>THIS REPORT SIGNED AND VERIFIED BY: (NAME OF GENERAL MANAGER)</th>
<th>DATE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kerri Marshall, General Manager – Infrastructure &amp; Operations</td>
<td>April 18, 2019</td>
</tr>
</tbody>
</table>
### The City of Thunder Bay

#### REQUEST FOR APPROPRIATION CHANGE

#### REQUEST FOR ADDITIONAL APPROPRIATION

<table>
<thead>
<tr>
<th>WBS ELEMENT</th>
<th>DESCRIPTION</th>
<th>BUDGET AVAILABLE</th>
<th>INCREASE</th>
<th>DECREASE</th>
<th>ADMIN USE</th>
</tr>
</thead>
<tbody>
<tr>
<td>IOT-RDS-180003-AR-09-2</td>
<td>Winnipeg Ave - Beverly to Inchquin</td>
<td>206,727</td>
<td>168,703</td>
<td>5.5.2</td>
<td>113</td>
</tr>
<tr>
<td>IOT-RDS-180003-AR-12-2</td>
<td>William St - Floodway to Ford</td>
<td>91,297</td>
<td>91,297</td>
<td>5.5.2</td>
<td>113</td>
</tr>
<tr>
<td>IOT-RDS-180003-AR-14-2</td>
<td>Dawson Rd - Strand to Fassina</td>
<td>450,000</td>
<td>260,000</td>
<td>5.5.2</td>
<td>113</td>
</tr>
</tbody>
</table>

---

**EXPLANATIONS/REASONS:**

Corporate Report 16/2018
Contract 1-2019, Asphalt Surface Rehabilitation I

**EFFECT ON LEVEL OF SERVICE:**

<table>
<thead>
<tr>
<th>DECREASE</th>
<th>INCREASE</th>
<th>MAINTAINED</th>
</tr>
</thead>
</table>

**DATE:** Apr 23, 2019

**RECOMMENDED/APPROVED**

City Treasurer
City Manager

**VERIFIED BY FINANCE:**

Moira Gallagher, CPA/CMA
Budget & Planning Accountant
Corporate Services & Long Term Care Department

**PREPARED BY:**

Kathy Learning

**REVIEWED BY:**

K.M. Marshall, GENERAL MANAGER
Infrastructure & Operations

**COMMITTEE OF THE WHOLE**

APPROVED | NOT APPROVED

**DATE:** ________
RECOMMENDATION

With respect to Report No. 35/2019 (Engineering and Operations - Engineering), we recommend that Contract 3, 2019 for Sewer and Watermain Replacement I be awarded to Nadin Contracting Ltd, which submitted the lowest tender in the amount of $2,511,870.79 (inclusive of HST); it being noted that the amount shown is based on estimated quantities; final payment for this Contract will be based on measured quantities for the complete work;

AND THAT the General Manager of Infrastructure and Operations report significant variations in the Contract quantities to City Council;

AND THAT the Mayor and Clerk be authorized to sign all documentation related to this matter;

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

EXECUTIVE SUMMARY

The 2019 Capital Budget provides funds for roads, watermain, sewermain renewal and low impact development on Mary Street, Edward Street and Hinton Street. There were four (4) tenders received for this work. The low tender for this Contract is Nadin Contracting Ltd. Administration is recommending award of this Contract to this company.

LINK TO STRATEGIC PLAN

This Report supports strategic Action 9.1 of the City of Thunder Bay 2015-2018 Corporate Strategic Plan to “Improve surface water management” including the construction of a low impact development stormwater facility.
This report also directly supports Goal 18 to become “Sustainable through enhanced infrastructure renewal “under strategy 18.12 to “Build on recent progress in infrastructure renewal for all City capital assets”.

**DISCUSSION**

As a result of a call for Tender, four (4) responses as listed below were received for the Streets within Contract #3, 2019 for Sewer and Watermain Replacement I.

The tendered costs include the applicable HST. Bids have been checked for mathematical errors and the corrections noted.

<table>
<thead>
<tr>
<th>CONTRACTOR</th>
<th>TENDERED COSTS</th>
<th>CORRECTED BID</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nadin Contracting Ltd.</td>
<td>$2,511,870.76</td>
<td>$2,511,870.79</td>
</tr>
<tr>
<td>Makkinga Contracting</td>
<td>$2,566,019.82</td>
<td>-</td>
</tr>
<tr>
<td>Taranis Contracting</td>
<td>$2,835,108.30</td>
<td>-</td>
</tr>
<tr>
<td>Bay City Contracting</td>
<td>$3,084,803.95</td>
<td>$3,115,313.95</td>
</tr>
</tbody>
</table>

The pre-tender estimate for the work in this Contract was $2,482,314.73 (inclusive of HST).

This Contract includes road, watermain and sanitary sewer replacement on Mary Street from Edward Street to Ford Street, and on Edward Street from Churchill Drive to Ward Street and on Hinton Avenue from Crescent Street to Whalen Street. The Contract also contains the construction of a low impact development stormwater facility along a section of Hinton Avenue.

The 2019 Capital Budget includes funds to replace the existing eighty year old watermain and sanitary sewer on Mary Street from Edward Street to Ford Street due to corrosion issues on the watermain and material failures on the sanitary sewer. This type of work is consistent with previous work in the area due to old age and substandard base preparation which leads to sewer pipe bellies and continuous blockage maintenance. The curb and gutter and road surface are also due for replacement.

Edward Street between Churchill Drive and Ward Street is the continuation of watermain replacement work due to existing pipe corrosion issues. The previous block from the Neebing River to Churchill Drive was replaced last construction season. This project also includes curb and gutter replacement and the resurfacing of the road. This project will stop just short of where the proposed roundabout will be located, scheduled for construction in the 2020 construction season.
Hinton Avenue between Crescent Avenue and Whalen Street, is another location where ductile iron pipe installed in the late 1960’s and 70’s has reached the end of its useful life. Numerous corrosion failures have led to the replacement of sections of this vintage pipe material in the Grandview area. Full depth road base excavations, curb and gutter and road resurfacing will also be completed. The existing stormwater system will be diverted to direct storm sewer flows into allow impact design (LID) stormwater management facility that will be constructed just north of Hinton Avenue and below the former Sir John A MacDonald school. The LID will then slowly allow treated water to enter the adjacent McVicar Creek.

The lowest tender received for this Contract was from Nadin Contracting Ltd. They have completed numerous sewer, water and road projects for the City. Administration is recommending this company as being capable of carrying out all the work within this Contract.

**LINK TO EARTHCARE SUSTAINABILITY PLAN**

This work supports Goal 10 of the Earthcare Sustainability Plan 2014-2020 to “ensure that water resources in the local watershed are protected and enhanced” and increases the resilience of community through incorporating low impact development and green infrastructure features. The storm system has been designed to new IDF requirements based on the Stormwater Management Plan and climate change impacts.

**FINANCIAL IMPLICATION**

The 2019 Capital Budget includes sufficient funding for this work.

The following table breaks down the project costs:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Amount</td>
<td>$2,511,870.76</td>
</tr>
<tr>
<td>HST Rebate</td>
<td>($249,853.35)</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td>$2,262,017.41</td>
</tr>
<tr>
<td>Engineering</td>
<td>$100,000.00</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$2,362,017.41</strong></td>
</tr>
</tbody>
</table>

This Contract includes a contingency allowance for work that is unforeseen and can only be expended with the approval of the General Manager of Infrastructure and Operations.
CONCLUSION

It is concluded that Contract 3, 2019 – Sewer and Watermain Replacement I be awarded to the low tender Nadin Contracting Ltd. and that all work should proceed.

BACKGROUND

Report No.1/2019, (Corporate Services and Long Term Care – Financial Services) proposed 2019 Operations and Capital Budget includes funding to carry out road, storm, sanitary sewer and watermain reconstruction projects. The 2019 Capital Budget includes rate based funding to carry out watermain and sanitary sewer reconstruction for aging infrastructure within the City of Thunder Bay. It also contains tax supported funding for resurfacing and storm sewer works. The replacement work within this Contract is the result of old age and material type failures.

REFERENCE MATERIAL ATTACHED:

None.

PREPARED BY: Brian Newman, P.Eng., Project Engineer

<table>
<thead>
<tr>
<th>THIS REPORT SIGNED AND VERIFIED BY:</th>
<th>DATE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>(NAME OF GENERAL MANAGER)</td>
<td></td>
</tr>
<tr>
<td>Kerri Marshall, General Manager – Infrastructure &amp; Operations</td>
<td>April 18, 2019</td>
</tr>
</tbody>
</table>
RECOMMENDATION

With respect to Report R 58/2019 (Infrastructure and Operations – Engineering) we recommend that Contract 4, 2019 – Syndicate Avenue Storm Sewer and Watermain be awarded to Makkinga Contracting and Equipment Rentals Ltd. who submitted the lowest tender in the amount of $1,904,452.28 [inclusive of HST]; it being noted that the amount shown is based on estimated quantities, final payment for this Contract will be based on measured quantities for the completed work;

AND THAT the General Manager of Infrastructure and Operations report significant variations in the Contract quantities to City Council;

AND THAT the Mayor and City Clerk be authorized to sign all documentation related to these matters;

AND THAT any necessary bylaws be presented to City Council for ratification.

EXECUTIVE SUMMARY

The 2019 Capital Budget includes funds to complete underground renewal including watermain, sanitary sewer and storm separation in the N Syndicate Avenue area. The project also includes hollow sidewalk replacement and asphalt rehabilitation.

There were four [4] tenders received for the work. The lowest tender for this project is Makkinga Contracting and Equipment Rentals. Administration is recommending award of this contract to this company.

LINK TO STRATEGIC PLAN

This report directly supports Strategic Action 9.1 of the City of Thunder Bay 2015 – 2018 Corporate Strategic Plan to “Improve surface water management.” This report will reduce the risk of surface and basement flooding under various design storm conditions.
This report also directly supports Goal 18 to become “Sustainable through enhanced infrastructure renewal “under strategy 18.12 to ‘Build on recent progress in infrastructure renewal for all City capital assets”.

DISCUSSION

As a result of the call for tenders, four [4] responses as listed below were received for storm sewer, sanitary sewer, watermain, sidewalk and road work in the Syndicate Avenue area.

The tendered costs include the applicable HST. The bids have been checked for mathematical errors and the corrections noted.

<table>
<thead>
<tr>
<th>Contractor</th>
<th>Tendered Cost</th>
<th>Corrected Bid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Makkinga Contracting and Equipment Rentals</td>
<td>$1,904,000.28</td>
<td>$1,904,452.28</td>
</tr>
<tr>
<td>Menei Bros</td>
<td>$2,060,283.00</td>
<td>$2,026,496.80</td>
</tr>
<tr>
<td>Nadin Contracting</td>
<td>$2,181,202.72</td>
<td>$2,180,857.06</td>
</tr>
<tr>
<td>Bay City Contracting</td>
<td>$2,377,761.26</td>
<td>as tendered</td>
</tr>
</tbody>
</table>

The pretender estimate for the work on this contract was $1,960,000.00 (inclusive of HST).

The tender includes work for watermain and storm/sanitary sewer construction on sections of North Syndicate Avenue, Dease Street, Pruden Street, McKellar Street and Finlayson Street. This work will enable the area to be storm separated and also the replacement of watermain will eliminate a number of lead service connections within the road allowance. Further work to rehabilitate the road surface and replace any remaining hollow sidewalks in the area is included. The respective construction limits are shown on Attachment ‘A’.

The lowest tender received in this contract was from Makkinga Contracting and Equipment Rentals. They have completed previous sewer and water and road projects for the City including, the 2017 project in this area. Administration is recommending this company as being capable of carrying out the work on this contract.

LINK TO EARTHCARE SUSTAINABILITY PLAN

This Report supports Goal 10 of the EarthCare Sustainability Plan 2014-2020 to “ensure that water resources in the local watershed are protected and enhanced” and increases the resilience of community through incorporating low impact development and green infrastructure features. Storm system designed to new IDF requirements based on SWMP and climate change impacts.
FINANCIAL IMPLICATION

Work under this contract is included as part of the application for the Disaster Mitigation and Adaptation Fund (DMAF) and if approved will be funded at 40%. Costs incurred for work carried out before May 20, 2019 are not eligible for DMAF funding. Award of this work is still recommended as contractors need time to prepare and the construction season in Thunder Bay is short. The 2019 capital budget included approved tax and rate supported funding for this project. The project as tendered is within the available budget. It is recommended that all work should proceed.

The following breakdown of project costs is provided:

<table>
<thead>
<tr>
<th>Projected Costs</th>
<th>Breakdown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corrected Contract Tender Price</td>
<td>$1,904,452.28</td>
</tr>
<tr>
<td>HST Rebate</td>
<td>($189,434.01)</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$1,715,018.27</strong></td>
</tr>
<tr>
<td>Engineering</td>
<td>$155,000.00</td>
</tr>
<tr>
<td>Other City cost</td>
<td>$4,000.00</td>
</tr>
<tr>
<td><strong>TOTAL Cost Plan</strong></td>
<td><strong>$1,874,018.27</strong></td>
</tr>
</tbody>
</table>

This contract includes contingency allowance for work that is unforeseen and can only be expended with the approval of the General Manager of Infrastructure and Operations.

CONCLUSION

It is concluded that Contract 4, 2019 for Syndicate Avenue Storm Sewer and Watermain should be awarded to Makkinga Contracting and Equipment Rentals and that all work should proceed.

BACKGROUND

The 2019 Capital Budget, Corporate Report 1/2019 (Corporate Services and Long Term Care – Finance) Proposed 2019 Operating and Capital Budget, includes funds for tax and rate supported projects for the contract streets.

REFERENCE MATERIAL ATTACHED

Attachment ‘A’ - Project Site Plan
**PREPARED BY:** Rick Harms, P.Eng, Project Engineer

<table>
<thead>
<tr>
<th>THIS REPORT SIGNED AND VERIFIED BY: (NAME OF GENERAL MANAGER)</th>
<th>DATE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kerri Marshall, General Manager – Infrastructure &amp; Operations</td>
<td>April 23, 2019</td>
</tr>
</tbody>
</table>
**RECOMMENDATION**

With respect to Report R 28/2019 (Engineering & Operations – Engineering) we recommend that Contract 6, 2019 – Empress Avenue Reconstruction – Phase II be awarded to Makkinga Contracting and Equipment Rentals Ltd. who submitted the lowest tender in the amount of $2,651,012.21 [inclusive of HST]; it being noted that the amount shown is based on estimated quantities, final payment for this Contract will be based on measured quantities for the completed work;

AND THAT the General Manager of Infrastructure and Operations report any significant variations in the contract quantities to City Council;

AND THAT the Mayor and City Clerk be authorized to sign all documentation related to these matters;

AND THAT any necessary bylaws be presented to City Council for ratification.

**LINK TO STRATEGIC PLAN**

This report directly supports Strategic Action 9.1 of the City of Thunder Bay 2015 – 2018 Corporate Strategic Plan to “Improve surface water management.” This report will reduce the risk of surface and basement flooding under various design storm conditions.

This report also directly supports Goal 18 to become “Sustainable through enhanced infrastructure renewal “under strategy 18.12 to ‘Build on recent progress in infrastructure renewal for all City capital assets’”.

**EXECUTIVE SUMMARY**

The 2018 and 2019 Capital Budget includes funds to extend a relief storm sewer as well as complete watermain and sanitary sewer rehabilitation on Empress Avenue. The first phase of the
Corporate Report No. R 28/2019

storm relief sewer for the Empress Avenue area through George Burke Park was completed last year. This contract represents the next stage of the project.

There were four [4] tenders received for the work. The lowest tender for this project is Makkinga Contracting and Equipment Rentals. Administration is recommending award of this contract to this company.

**DISCUSSION**

As a result of the call for tenders, four [4] responses as listed below were received for storm sewer, sanitary sewer, water main and road work on Empress Avenue.

The tendered costs include the applicable HST. The bids have been checked for mathematical errors and tender validity and the correction noted.

<table>
<thead>
<tr>
<th>Contractor</th>
<th>Tendered Cost</th>
<th>Corrected Bid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Makkinga Contracting and Equipment Rentals</td>
<td>$2,651,012.21</td>
<td>$2,651,012.21</td>
</tr>
<tr>
<td>Nadin Contracting</td>
<td>$2,876,292.96</td>
<td>$2,876,292.96</td>
</tr>
<tr>
<td>Taranis Contracting</td>
<td>$2,904,833.60</td>
<td>$2,904,833.60</td>
</tr>
<tr>
<td>Bay City Contracting</td>
<td>$3,335,851.53</td>
<td>Disqualified</td>
</tr>
</tbody>
</table>

The pretender estimate for the work on this contract was $2,511,240.25 (inclusive of HST).

The tender includes work for storm sewer construction (including road restoration) to extend a relief sewer from the intersection of Balmoral Street and George Burke Park entrance to the intersection of Hunt Street and John Street. From this intersection, the storm sewer is extended north on Empress Avenue. Additionally, the water and sanitary sewer mains on Empress Avenue between John Street and Windsor Street will be replaced with related full width paving. The respective limits are shown on Attachment ‘A’.

This is the second phase of a multi-year storm sewer relief project for the Empress Avenue area started in 2017. In 2017, the project included a new storm sewer through George Burke Park and new outfall to the McIntyre River, together with an integral storm water treatment facility and bio-retention area within the Park. Early in 2018 an extension to the 2017 contract was awarded in order to enable an early start to the project within the entrance to George Burke Park to better coordinate with the baseball season. This contract work in 2019 includes further storm sewer extension with a significant rock excavation component as well as other sewer and water infrastructure replacement on Empress Avenue.

Also included in this contract is a short segment of storm sewer separation on Dobie Street between River Street and Melvin Street.

The lowest tender received in this contract was from Makkinga Contracting and Equipment Rentals. They have completed previous sewer and water and road projects for the City, including
the 2017 and 2018 project in this area. Administration is recommending this company as being capable of carrying out the work on this contract.

**LINK TO EARTHCARE SUSTAINABILITY PLAN**

This Report supports Goal 10 of the EarthCare Sustainability Plan 2014-2020 to “ensure that water resources in the local watershed are protected and enhanced” and increases the resilience of community through incorporating low impact development and green infrastructure features. Storm system designed to new IDF requirements based on SWMP and climate change impacts.

**FINANCIAL IMPLICATION**

Work under this contract is included as part of the application for the Disaster Mitigation and Adaptation Fund (DMAF) and if approved will be funded at 40%. Costs incurred for work carried out before May 20, 2019 are not eligible for DMAF funding. Award of this work is still recommended as contractors need time to prepare and the construction season in Thunder Bay is short. The 2018 and 2019 capital budget included approved tax and rate supported funding for this project. The project as tendered is within the available budget. It is recommended that all work should proceed.

The following breakdown of project costs is provided:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contract Tender Price</td>
<td>$2,651,012.21</td>
</tr>
<tr>
<td>HST Rebate</td>
<td>($263,693.60)</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$2,387,318.61</td>
</tr>
<tr>
<td>Engineering</td>
<td>$180,000.00</td>
</tr>
<tr>
<td>TOTAL Cost Plan</td>
<td>$2,567,318.61</td>
</tr>
</tbody>
</table>

This contract includes contingency allowance for work that is unforeseen and can only be expended with the approval of the General Manager of Infrastructure and Operations.

**CONCLUSION**

It is concluded that Contract 6, 2019 for Empress Avenue Reconstruction - Phase II should be awarded to Makkinga Contracting and Equipment Rentals and that all work should proceed.

**BACKGROUND**

The 2019 Capital Budget, Corporate Report 1/2019 (Corporate Services and Long Term Care – Finance) Proposed 2019 Operating and Capital Budget, includes funds for tax and rate supported projects for the contract streets.
Previous stages of a new storm relief sewer, outfall and storm water treatment facilities within George Burke Park were undertaken in 2017 and 2018. Ultimately, this system will extend to Empress Avenue and divert storm water from Empress Avenue/Red River Road tributary areas.

Report 86/2017 awarded the original storm sewer contract and Report 14/2018 awarded a contract extension last year to Makkinga Contracting in order to permit an early season start to storm construction within the George Burke Park entrance.

REFERENCE MATERIAL ATTACHED:
Attachment ‘A’- Project Site Plan

PREPARED BY: Rick Harms, P.Eng, Project Engineer

<table>
<thead>
<tr>
<th>THIS REPORT SIGNED AND VERIFIED BY:</th>
<th>DATE:</th>
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</thead>
<tbody>
<tr>
<td>Kerri Marshall, General Manager – Infrastructure &amp; Operations</td>
<td>April 23, 2019</td>
</tr>
</tbody>
</table>
**Corporate Report**

<table>
<thead>
<tr>
<th>DEPARTMENT/ DIVISION</th>
<th>City Manager's Office - Corporate Strategic Services</th>
<th>REPORT NO.</th>
<th>R 69/2019</th>
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<tr>
<td>DATE PREPARED</td>
<td>04/16/2019</td>
<td>FILE NO.</td>
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<td>MEETING DATE</td>
<td>04/29/2019 (mm/dd/yyyy)</td>
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<tr>
<td>SUBJECT</td>
<td>2018 Annual Action Report, Crime Prevention Council</td>
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**RECOMMENDATION**

For information only.

**EXECUTIVE SUMMARY**

This Report contains a summary of key activities implemented from the action items in Safer Thunder Bay-2017-2020: Community Safety & Well-Being Strategy.

Key areas of focus over the past year have been on securing funding to implement evidence-based upstream crime prevention, community safety and well-being efforts focussing on youth, safe women and children, and strong neighbourhoods.

**DISCUSSION**

Over the past year, the Crime Prevention Council (CPC) has continued to build momentum to increase safety and well-being in our community. Together with our partners, the CPC has supported and implemented a variety of initiatives to address the risk factors of crime and victimization in Thunder Bay, and to engage the community in the task of preventing crime. The following is an overview of key activities to date:

- secured funding from Public Safety Canada for the Thunder Bay Youth Inclusion Program ($5.6 million over five years; leads: Corporate Strategic Services and Community Services)
- secured funding from Public Health Agency of Canada for the Youth Violence Prevention Project/Fourth R Program ($995,000 over five years; lead: Thunder Bay Public Health Unit, Crime Prevention Council on Steering Committee)
- CPC Coordinator elected to Executive Committee for the National Municipal Network on Crime Prevention
- CPC appointed as Advisory Committee to lead development and implementation of new Community Safety & Well-Being Plan to comply with new provincial legislation
• participation on Centre of Responsibility for Northwest Community Mobilization Network
• involved in key strategic efforts to address the risk factors for crime and victimization in Thunder Bay (i.e. Thunder Bay Drug Strategy, Poverty Reduction Strategy, Point in Time Count, Aboriginal Liaison Strategy,Anti-Racism & Respect)
• Coordination of 8th Annual Jane’s Walk Festival, the 6th Annual City Hall Sounds, 4th Annual Weed Out Hate Date, 4th Annual Everyone Matters Day, 2nd Annual Urban Park and Neighbours Night events
• Deepening of City’s respect Initiative
• South Core Public Safety Task Force fulfilled its mandate to improve safety & security in South Core neighbourhood
• coordinated the annual Mayor’s Community Safety Awards
• supported local efforts to reduce violence against women (annual Valentine’s Day Memorial Walk and Full Moon Memory Walk in honour of the families of Missing and Murdered Indigenous Women & Girls)
• coordinated 5th Annual White Ribbon Campaign boys conference
• participated in the new Thunder Bay Coalition to End Human Trafficking
• coordinated Nibii Mamowechitiiwin-Youth Water Gathering event as part of Recommendation 115 (Seven Youth Inquest), in partnership with Fort William First Nation
• Implementation efforts on Recommendation 116 (Seven Youth Inquest), to educate the community on challenges Indigenous youth face, and to better support youth coming from northern communities to attend high school

A more comprehensive summary of this year’s efforts and initiatives is included in the CPC Action Report 2018 (Attachment “A”).

MOVING FORWARD

In the coming year, the Crime Prevention Council will continue to execute implementation of its strategy, and prioritize evidence-based approaches to address the risk factors of crime and victimization in Thunder Bay.

The CPC will prioritize the implementation of the Youth Inclusion Program and the Youth Violence Prevention Project. As well, the CPC will complete implementation of Seven Youth Inquest recommendations 91, 115, 116, 112 to increase youth safety and well-being in Thunder Bay.

The CPC will continue to our efforts to reduce gendered and racialized violence, including human trafficking, build stronger neighbourhoods with our community partners, and support efforts that focus on equity, respect and inclusion to reduce marginalization and discrimination.

The CPC will begin the work of developing a new Community Safety & Well-Being Plan to be in compliance with provincial legislation.
**FINANCIAL IMPLICATION**

Initiatives were completed within the approved budget allocation. The CPC was successful in an application to Public Safety Canada for the Thunder Bay Youth Inclusion Program ($5.6 Million over five years). We were successful in our application to the Public Health Agency of Canada (in partnership with Thunder Bay District Health Unit, Thunder Bay Drug Strategy) for the Fourth R Program/Youth Violence Prevention Project ($995,000 over five years). The CPC, in partnership with Thunder Bay Police Service applied to Ministry of Community Safety & Correctional Services for funding ($136,000) for a project to improve police response to sexual violence reporting (response pending). We brought in an additional $5,500 in sponsorship to support local events.

**CONCLUSION**

It is concluded that the Crime Prevention Council has made progress in collaborating, supporting and initiating crime prevention, community safety and well-being initiatives in Thunder Bay, and should continue to build on the successes of this year with a report to be provided to City Council in April 2020.

**BACKGROUND**

On February 26, 2018, the 2017 Crime Prevention Council Annual Action Report and Crime Prevention Council Update on Implementation Plan were presented to Committee of the Whole (R22/2018-Corporate Strategic Services)


On October 24, 2016, the Snapshot in Time: Risk Factors, Protective Factors and Trends of Crime in Thunder Bay Report was presented to Committee of the Whole, and approved on October 31, 2016 by City Council as a guiding document for strategic planning relative to community safety.
Annual Updates have been provided to Committee of the Whole as follows:

On December 16, 2010, the Thunder Bay Crime Prevention Council held its inaugural meeting.

On March 29, 2010, the Ad Hoc Committee No. 3 presented the recommendation to form the Thunder Bay Crime Prevention Council to Committee of the Whole (Report No. 2010.064 (Office of the City Clerk).

**REFERENCE MATERIAL ATTACHED:**


PREPARED BY: Lee-Ann Chevrette, Coordinator, Crime Prevention Council, Corporate Strategic Services

| THIS REPORT SIGNED AND VERIFIED BY: | DATE: |
| (NAME OF GENERAL MANAGER) | |
| Norm Gale, City Manager | April 24, 2019 |
MEMORANDUM

TO: John Hannam, City Clerk
FROM: Karen Lewis, Director – Corporate Strategic Services
DATE: April 16, 2019

Further to the above-noted report, we request the opportunity at the April 29, 2019 Committee of the Whole meeting to present the Crime Prevention Council’s 8th Annual Action Report.

Mayor Bill Mauro will introduce the report followed by a presentation by:

1. Jeff Upton, Chair of the Thunder Bay Crime Prevention Council
2. Lee-Ann Chevrette, Coordinator of the Thunder Bay Crime Prevention Council
3. Inspector Ryan Gibson, Thunder Bay Police Service
4. Linda Bruins, Executive Director, Evergreen a United Neighbourhood
Committee of the Whole - April 29, 2019

Corporate Report

DEPARTMENT/ DIVISION City Manager's Office - Corporate Strategic Services

REPORT NO. R 68/2019

DATE PREPARED 04/16/2019

FILE NO.

MEETING DATE 04/29/2019 (mm/dd/yyyy)

SUBJECT Crime Prevention Council Terms of Reference

RECOMMENDATION

With respect to Report No. R68/2019 (Corporate Strategic Services), we recommend that the Terms of Reference for the Crime Prevention Council, as appended to this Report, be approved;

AND THAT the necessary bylaws be presented to City Council for ratification.

EXECUTIVE SUMMARY

Committees of Council are required to review their Terms of Reference annually and update as required. A working group of the Crime Prevention Council has updated the Terms of Reference. On March 20, 2019, the Crime Prevention Council reviewed the Terms of Reference and approved the changes for Council’s consideration.

The Crime Prevention Council is recommending that the previous Terms of Reference, as set out in Report No. R90/2016 (Corporate Communications and Strategic Initiatives), be replaced by those appended to this Report (Attachment A). Amendments to the Terms of Reference include changes to the Membership and Administrative Responsibilities.

DISCUSSION

On March 20, 2019, the Crime Prevention Council, following a working group’s review of its draft Terms of Reference, passed a motion to approve revisions to the Terms of Reference and to forward them to Committee of the Whole for consideration. The following section outlines the proposed changes to the current Terms of Reference:

1) Matawa Learning Centre is moved from the Indigenous Community Sector to Education Sector

2) Thunder Bay Police Services Board is added to the Justice Sector
3) Nishnawbe-Aski Police Service is moved from the Indigenous Community Sector to Justice Sector

4) District of Thunder Bay Social Services Administration Board is added to Social Services Sector

5) Evergreen a United Neighbourhood is added to Safety & Prevention Initiatives Sector

6) Northwest Community Mobilization Network is added to the Risk Intervention Sector

7) Administrative Resource for the Crime Prevention Council is changed to Corporate Strategic Services

FINANCIAL IMPLICATION

There are no financial implications associated with this report.

CONCLUSION

It is concluded that the Terms of Reference for the Crime Prevention should be approved.

BACKGROUND

On March 20, 2019, the Crime Prevention Council, following a working group’s review of its Terms of Reference, passed a motion to approve revisions to the Terms of Reference and to forward them to Committee of the Whole for consideration.


On April 27, 2016, the Crime Prevention Council, following a working group’s review of its Terms of Reference, passed a motion to approve revisions to the Terms of Reference and to forward them to Committee of the Whole for consideration.

On May 25, 2011, the Thunder Bay Crime Prevention Council approved its Terms of Reference, with the provision that the Vision and Mission would be finalized at the Crime Prevention Council’s Strategic Planning Meeting in June.

On October 4, 2010, City Council approved the Working Terms of Reference for the Thunder Bay Crime Prevention Council (Report No. 2010.200-Corporate Communication & Strategic Initiatives) with the understanding those Terms of Reference would be reviewed by the Crime Prevention Council and resubmitted to Committee of the Whole for approval.
**REFERENCE MATERIAL ATTACHED:**

ATTACHMENT A-TERMS OF REFERENCE, CRIME PREVENTION COUNCIL  
ATTACHMENT B-CURRENT TERMS OF REFERENCE, CRIME PREVENTION COUNCIL

PREPARED BY: Lee-Ann Chevrette, Coordinator, Crime Prevention Council

<table>
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<tr>
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<td>(NAME OF GENERAL MANAGER)</td>
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<td>Norm Gale, City Manager</td>
<td>April 24, 2019</td>
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THUNDER BAY CRIME PREVENTION COUNCIL

TERMS OF REFERENCE

UPDATED March 20, 2019

1. Name of Committee

The Committee shall be named the Thunder Bay Crime Prevention Council (CPC).

2. Background

The CPC was established in 2010 at the direction of City Council. A City Council Ad-Hoc Committee was established to review crime prevention models. The Committee recommended — and City Council agreed — that Thunder Bay establish a community-based Crime Prevention Council.

The City is providing administrative leadership by establishing and funding the position of Coordinator and program direction comes from the CPC as a whole. The Coordinator is administered through Corporate Strategic Services, a Division of the City Manager’s Office.

On January 1, 2019, the Ontario Government passed legislation mandating municipalities to develop and implement a Community Safety & Well-Being (CSWB) Plan. On March 11, 2019, Thunder Bay City Council passed a resolution appointing the Crime Prevention Council as the Advisory Committee to coordinate and implement this work. This positions the City of Thunder Bay well to meet deadline of January 1, 2021 for a new Community Safety & Well-Being plan.

3. Resources and Finances

The Coordinator and Office requirements are included in the City’s Operating Budget through Corporate Strategic Services. Opportunities and sources for funding will be explored on an ongoing basis. We will also review and provide support for other funding applications by community partners that are relevant to our vision, mission and guiding principles.

4. Objectives

According to its mandate, the CPC specifically will:

- Develop and recommend to City Council a comprehensive and inclusive Community Safety & Well-being Plan and Annual Implementation Plan.
- Assist in and monitor implementation of the Plan.
- Compile a community profile to track the risk factors and trends of crime and disorder in Thunder Bay and identify community strengths and weaknesses based on evidence to allow for analysis and priority setting. Update every four years.
• Incorporate consultation with the broader community and organizations and agencies involved in community safety and well-being.
• Report to City Council and the community of Thunder Bay on areas of action and progress.
• Encourage and promote creativity, innovation and partnerships in community safety and well-being.
• Act as a catalyst for implementation of measurable projects, for both the short and long term, that addresses the risk factors of crime and increases protective factors.
• Develop task-specific and time-limited working groups to work on implementation of specific actions and report to the CPC.
• Address misconceptions of crime and disorder and increase awareness about the perception of crime, the risk factors associated with involvement in the criminal justice system, and protective factors that reduce risk.

5. Deliverables

The CPC will:

• Develop a comprehensive and inclusive Community Safety & Well-being Plan, to be implemented and monitored.
• Compile a community profile to track the risk factors and trends of crime and disorder in Thunder Bay. This will be updated every four years.
• Provide an annual report to City Council and the community on the results achieved through the implementation of the Plan.
• Consult and develop partnerships with community organizations, agencies and others to assist in identifying and addressing the risk factors of crime.
• Coordinate annual community events to raise awareness of the CPC and its efforts in the community.
• Recognize outstanding community contributions to community safety and well-being through the annual Mayor’s Community Safety Awards.
• Share knowledge of new and existing crime prevention initiatives in Thunder Bay.

6. Membership

The CPC is a unique partnership between citizens, community organizations and service providers.

Ex-Officio Members (one vote per person): 9

Mayor
Chief of Police (or designate)
Detachment Commander Ontario Provincial Police - Northwest Region (or designate)
Chief, Fort William First Nation (or designate)
Deputy Grand Chief, Nishnawbe Aski Nation (or designate)
Métis Nation of Ontario (or designate)
Ontario Union of Indians (or designate)
Medical Officer of Health (or designate)
Crown Attorney (or designate)

Selection process: Each has a seat by virtue of their position

City Councillors *(one vote per person): 2*

Selection process: Through City Council’s Appointment Process

Community Representatives *(one vote per person): 4*

Citizen Representatives (2)
Youth Representatives (2)

Selection process: Through City Council’s Appointment Process

Sectors *(one vote per organization): 33*

**Indigenous Community:**
Ontario Native Women’s Association
Thunder Bay Indigenous Friendship Centre
Urban Aboriginal Advisory Committee

**Education:**
Lakehead District School Board
Thunder Bay Catholic District School Board
Northern Nishnawbe Education Council
Conseil scolaire de district catholique des aurores Boréales
Matawa Education Centre

**Youth Services**
Recreation and Culture Division

**Older Adult Services**
Age Friendly Thunder Bay

**Emergency Housing**
Shelter House

**Justice**
William W. Creighton Youth Services
Kairos Community Resource Centre
John Howard Society
Elizabeth Fry Society
Thunder Bay Parole Office (Correctional Service of Canada)
Thunder Bay Police Services Board
Nishnawbe-Aski Police Service

**Child Protection**
Dilico Anishinabek Family Care
Children’s Aid Society of the District of Thunder Bay

**Social Services**
District of Thunder Bay Social Services Administration Board

**Business**
Chamber of Commerce
BIAs and Business Areas of Thunder Bay

**Mental Health & Addictions**
Children’s Centre Thunder Bay
St. Joseph’s Care Group
Thunder Bay Drug Strategy

**Community Social Planning**
Lakehead Social Planning Council

**Victim Services**
Thunder Bay Sexual Abuse Centre
Thunder Bay Counselling

**Violence Against Women**
Thunder Bay & District Coordinating Committee to End Woman Abuse

**Safety & Prevention Initiatives**
Thunder Bay District Crime Stoppers
Evergreen a United Neighbourhood

**Risk Intervention**
Northwest Community Mobilization Network

*Selection process: By invitation*

**City of Thunder Bay Officials (non-voting):**

Director – Corporate Strategic Services
Coordinator – Crime Prevention Council

Communications Officer – Corporate Strategic Services

7. **Roles and Responsibilities**
CPC Members

- Participate in meetings of the Council and be actively engaged in the planning and execution of program activities and initiatives.
- The members will, from amongst themselves, select and appoint a Chair and Vice Chair. The selection of the Chair and Vice Chair is to be conducted on an annual basis. Representatives of Police Services and City Council may not be considered for the position of Chair or Vice Chair.
- Members must be able to commit three hours per month to activities of the Council, which include implementation of the Community Safety & Well-being Plan.

Attendance

- Representatives will attend all regularly scheduled meetings, as is reasonably possible, advising the Communications Officer in advance of any absence by 12 noon on the day prior to the meeting.
- If a member misses more than three meetings per year or two consecutive meetings without advising the Communications Officer, their membership will be subject to review by the Chair. Further information may be requested. Membership may be withdrawn by a vote of the CPC if all other efforts to confirm membership have been exhausted.

Administrative Resource

- Administrative support to the CPC will be provided by Corporate Strategic Services. The Crime Prevention Coordinator, under the administrative supervision of the Director of Corporate Strategic Services, will administer the program on behalf of, and under the program direction of, the CPC.

Chair

- Chair meetings with all commonly accepted responsibilities of that position
- Provide general leadership to the CPC
- Encourage members to follow the CPC Communication Process
- Act as a spokesperson for the CPC
- Represent the CPC at various meetings and events

Vice Chair

- Support the Chair
- In the absence of the Chair, will assume role of the Chair

Ex-Officio Members

- Members of the CPC by merit of their position/office they hold in the community
- Ex-officio members may designate a senior staff member of their organization to attend meetings on their behalf
- Ex-officio members have the right to vote, as do their designates; however, should both be in attendance, they will share one vote

Working Group Chair
• As determined by the working groups
• Recruit members of the CPC and outside groups to participate
• Coordinate meetings
• Report progress to CPC at bi-monthly meetings

Committee Spokespersons: Chair and Coordinator
• Respond to formal media requests on CPC initiatives. Other members may only represent the group as requested by CPC Coordinator and/or Chair

8. Governance

The CPC will report to Committee of the Whole through the regular presentation of its minutes on the agenda of the Administrative Services Committee of the Whole session.

The CPC will present such reports and information it deems appropriate to Committee of the Whole, so as to inform City Council and the community at large of the actions, activities and programs of the CPC.

The CPC will strive to reach decisions by consensus; if consensus cannot be attained, voting on motions and questions before the Council shall be in accordance with the procedural rules for City Council and its Committees.

Quorum for meetings will require 15 voting members to be present. Any recommendations to Thunder Bay City Council shall be voted on. If quorum is not present, an information session can follow or the meeting can be adjourned.

Members of City Council who are not appointed to the CPC may, with the permission of the Chair, participate in discussions and debates on matters before the CPC, and provide information, advice and assistance to the CPC as they are able, but will have no vote at the CPC.

The Terms of Reference are to be reviewed annually. Amendments to the Terms of Reference may only be made with the approval of Committee of the Whole.

9. Meeting Logistics

The CPC will set a calendar of meeting dates for each year, and shall otherwise meet at the call of the Chair.

The CPC will generally meet on a bi-monthly basis, holding such additional meetings as the programming might demand.

The CPC membership will follow the Communication Process for CPC Members as outlined below:

Communication Process for CPC Meetings
1. A Speaker’s List will be used at CPC meetings. Normally the Chair will maintain the Speaker’s List.

2. The Speaker’s List is a list that contains the order of speakers, as they raise their hands to participate in a discussion.

3. The Chair will remind members at the beginning of the meeting that a Speaker’s List will be used.

4. When you wish to speak on a matter being discussed, please raise your hand and the Chair will add you to the Speaker’s List.

5. The Chair or person maintaining the speaker’s list will recognize your time to speak by calling your name.

6. If necessary, the Chair will remind everyone to speak one at a time.

10. Program Contact

Coordinator – Crime Prevention Council
Telephone: (807) 625-2554

11. Administrative Contacts

Director – Corporate Strategic Services
Telephone: (807) 625-3859

Correspondence and agenda materials are to be directed to:
Communications Officer
Corporate Strategic Services
Telephone: (807) 625-2871
Facsimile: (807) 623-0181
THUNDER BAY CRIME PREVENTION COUNCIL

TERMS OF REFERENCE

Approved by Crime Prevention Council on April 27, 2016;
Accepted at Committee of the Whole on May 30, 2016;
Ratified by City Council on June 6, 2016.

1. Name of Committee

The Committee shall be named the Thunder Bay Crime Prevention Council (CPC).

2. Background

The Thunder Bay Crime Prevention Council was established in 2010 at the direction of City Council. A City Council Ad-Hoc Committee was established to review crime prevention models. The Committee recommended – and City Council agreed – that Thunder Bay establish a community-based Crime Prevention Council.

The City is providing administrative leadership by establishing and funding the position of Coordinator and program direction comes from the Crime Prevention Council as a whole. The Coordinator is administered through Corporate Strategic Services, a Division of the City Manager’s Office.

3. Resources and Finances

The Coordinator and Office requirements are included in the City’s Operating Budget through Corporate Strategic Services. Opportunities and sources for funding will be explored on an ongoing basis. We will also review and provide support for other funding applications by community partners that are relevant to our vision, mission, mandate and guiding principles.

4. Objectives

According to its mandate, the Crime Prevention Council specifically will:

- Develop and recommend to City Council a comprehensive and inclusive Community Safety and Crime Prevention Strategy and Annual Work Plan.
- Assist in and monitor implementation of the Strategy and Plan.
- Compile a community profile to track the risk factors and trends of crime and disorder in Thunder Bay and identify community strengths and weaknesses based on evidence to allow for analysis and priority setting. Update every four years.
- Incorporate consultation with the broader community and organizations and agencies involved in community safety and crime prevention.
• Report to City Council and the community of Thunder Bay on areas of action and progress.
• Encourage and promote creativity, innovation and partnerships in crime prevention.
• Act as a catalyst for implementation of measurable projects, for both the short and long term, that addresses the risk factors of crime and increases protective factors.
• Develop task-specific and time-limited working groups to work on implementation of specific actions and report to the Crime Prevention Council.
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5. Deliverables

The Crime Prevention Council will:

• Develop a comprehensive and inclusive Community Safety and Crime Prevention Strategy and Action Plan, to be implemented and monitored.
• Compile a community profile to track the risk factors and trends of crime and disorder in Thunder Bay. This will be updated every four years.
• Provide an annual report to City Council and the community on the results achieved through the implementation of the Strategy.
• Consult and develop partnerships with community organizations, agencies and others to assist in identifying and addressing the risk factors of crime.
• Develop task-specific and time-limited working groups to implement specific actions.
• Coordinate annual community events to raise awareness of the Crime Prevention Council and its efforts in the community.
• Recognize outstanding community contributions to community safety and crime prevention through the annual Mayor’s Community Safety Awards.
• Share knowledge of new and existing crime prevention initiatives in Thunder Bay.

6. Membership

The Crime Prevention Council is a unique partnership between citizens, community organizations and service providers, totaling 43 members.

Ex-Officio Members (one vote per person): 9

Mayor
Chief of Police (or designate)
Detachment Commander Ontario Provincial Police - Northwest Region (or designate)
Chief - Fort William First Nation (or designate)
Deputy Grand Chief - Nishnawbe Aski Nation (or designate)
Métis Nation of Ontario (designate)

Approved by Crime Prevention Council on April 27, 2016;
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Ontario Union of Indians (designate)
Medical Officer of Health (or designate)
Crown Attorney (or designate)

*Selection process: Each has a seat by virtue of their position.*

**City Councillors (one vote per person): 2**

*Selection process: Through City Council’s Appointment Process.*

**Community Representatives (one vote per person): 4**

Citizen Representatives (2)
Youth Representatives (2)

*Selection process: Through City Council’s Appointment Process.*

**Sectors (one vote per organization): 29**

**Aboriginal Community:**
Matawa First Nation
Nishnawbe-Aski Police Service
Ontario Native Women’s Association
Thunder Bay Indian Friendship Centre
Urban Aboriginal Advisory Committee

**Education:**
Lakehead District School Board
Thunder Bay Catholic District School Board
Northern Nishnawbe Education Council
Conseil Scolaire De District Catholique Des Aurores Boréales

**Youth Services:**
Recreation and Culture Division

**Older Adult Services:**
Age Friendly Thunder Bay

**Emergency Housing:**
Shelter House

**Justice:**
William W. Creighton Youth Services
Kairos Community Resource Centre
John Howard Society
Elizabeth Fry Society
Thunder Bay Parole Office (Correctional Service of Canada)

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Child Protection:
Dilico Anishinabek Family Care
Children’s Aid Society of the District of Thunder Bay

Business:
Chamber of Commerce
BIAs and Business Areas of Thunder Bay

Mental Health & Addictions:
Children’s Centre Thunder Bay
St. Joseph’s Care Group
Thunder Bay Drug Strategy

Community Social Planning:
Lakehead Social Planning Council

 Victim Services:
Thunder Bay Sexual Assault Centre
Thunder Bay Counselling Centre

Violence Against Women:
Thunder Bay and District Coordinating Committee to End Woman Abuse

Safety & Crime Prevention Initiatives:
Crime Stoppers

Selection process for Sectors: By invitation

City of Thunder Bay Officials (no voting rights):
Director of Corporate Strategic Services
Coordinator of the Crime Prevention Council
Committee Coordinator - Office of the City Clerk

7. Roles and Responsibilities

CPC Members
- Participate in meetings of the Council and be actively engaged in the planning and execution of program activities and initiatives.
- The members will, from amongst themselves, select and appoint a Chair and Vice Chair. The selection of the Chair and Vice Chair is to be conducted on an annual basis. Representatives of Police Services and City Council may not be considered for the position of Chair or Vice Chair.
- Members must be able to commit three hours per month to activities of the Council, which include implementation of the Community Safety and Crime Prevention Strategy and Work Plan.

Approved by Crime Prevention Council on April 27, 2016;
Accepted at Committee of the Whole on May 30, 2016;
Ratified by City Council on June 6, 2016.
Thunder Bay Crime Prevention Council

Terms of Reference

Page 5 of 7

Attendance
- Representatives will attend all regularly scheduled meetings, as is reasonably possible, advising the Committee Coordinator in advance of any absence by 12 noon on the day prior to the meeting.
- If a member misses more than three meetings per year or two consecutive meetings without advising the Committee Coordinator, their membership will be subject to review by the Chair. Further information may be requested. Membership may be withdrawn by a vote of the Crime Prevention Council if all other efforts to confirm membership have been exhausted.

Administrative Resource
- Administrative resource to the Crime Prevention Council will be provided by the Office of the City Clerk. The Crime Prevention Coordinator, under the administrative supervision of the Director of Corporate Strategic Services, will administer the program on behalf of, and under the program direction of, the Crime Prevention Council.

Chair
- Chair meetings with all commonly accepted responsibilities of that position.
- Provide general leadership to the CPC.
- Encourage members to follow the Crime Prevention Council Communication Process.
- Act as a spokesperson for the Crime Prevention Council.
- Represent the CPC at various meetings and events.

Vice Chair
- Support the Chair.
- In the absence of the Chair, will assume role of the Chair.

Ex-Officio Members
- Members of the Crime Prevention Council by merit of their position/office they hold in the community.
- Ex-officio members may designate a senior staff member of their organization to attend meetings on their behalf.
- Ex-officio members have the right to vote, as do their designates; however, should both be in attendance, they will share one vote.

Working Group Chair
- As determined by the working groups;
- Recruit members of the Crime Prevention Council and outside groups to participate;
- Coordinate meetings; and
- Report progress to CPC at bi-monthly meetings.

Approved by Crime Prevention Council on April 27, 2016;
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Committee Spokespersons: Chair and Coordinator

- Respond to formal media requests on Crime Prevention Council initiatives. Other members may only represent the group as requested by CPC Coordinator and/or Chair.

8. Governance

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The Terms of Reference are to be reviewed annually. Amendments to the Terms of Reference may only be made with the approval of Committee of the Whole.

9. Meeting Logistics

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10. Program Contact

Coordinator – Thunder Bay Crime Prevention Council
Telephone: (807) 625-2554

11. Administrative Contacts

Director – Corporate Strategic Services
Telephone: (807) 625-3859

Correspondence and agenda materials are to be directed to the assigned Committee Coordinator in the Office of the City Clerk.

Office of the City Clerk
Telephone: (807) 625-2230
Facsimile: (807) 623-5468

Approved by Crime Prevention Council on April 27, 2016;
Accepted at Committee of the Whole on May 30, 2016;
Ratified by City Council on June 6, 2016.
MEMETING DATE 04/29/2019 (mm/dd/yyyy)

SUBJECT Draft 2019-2022 Corporate Strategic Plan

SUMMARY

Memorandum from Ms. K. Lewis, Director - Corporate Strategic Services, dated April 18, 2019 relative to the draft 2019-2022 Corporate Strategic Plan.

Attachment A - Draft 2019-2022 Corporate Strategic Plan, One City, All Together (Distributed Separately)

ATTACHMENTS

MEMORANDUM

TO: John Hannam, City Clerk

FROM: Karen Lewis, Director – Corporate Strategic Services

DATE: April 18, 2019

RE: Draft 2019-2022 Corporate Strategic Plan, Committee of the Whole, April 29, 2019

The draft 2019-2022 Corporate Strategic Plan was developed with Members of City Council and the Executive Management Team through a series of Non-Business Meetings.

The Plan outlines Council’s strategic priorities for the next four years under four pillars:

Lead
Provide civic leadership to develop and advance a shared vision for Thunder Bay.

Serve
Advance service excellence through a citizen focus and best use of technology.

Build
Focus on city-building projects that support the rich and active lifestyle that sets Thunder Bay apart.

Renew
Focus on essential infrastructure, revitalize our cores and change our appearance.

Engagement is planned as follows:
- Post the draft plan on the City website at ThunderBay.ca/getinvolved for a review period from April 30 to June 4 for public input and comment.
- Hold a public open house on June 4, 6:30 – 8 pm, Italian Cultural Centre, 132 Algoma Street South, for members of the public to learn more about Council’s priorities and share their views and input on the draft Strategic Plan and Budget 2020.
- Present the Strategic Plan to Committee of the Whole on June 24, 2019, together with a summary of input from the public and recommended changes.

Attachment A – Draft 2019-2022 Corporate Strategic Plan, One City, All Together – DISTRIBUTED SEPARATELY
Committee of the Whole - April 29, 2019 Page 92 of 147
RECOMMENDATION

With respect to Report No. 59/2019 (Corporate Services & Long Term Care - Revenue), we recommend that a long-term property tax strategy be established to guide Administration in preparation of annual tax policies with the following considerations:

1. Graduated taxation in the large industrial property class be phased out by increasing the low band rate;
2. The broad class industrial ratio be reduced from 2.925444 (2018) to 2.63, the provincial threshold ratio for the industrial property class by reducing the large industrial tax ratio;
3. The multi-residential tax ratio be reduced from 2.422438 (2018) to the provincial threshold ratio of 2.0; with the revenue from growth in the new multi-residential property class being directed to reduce the multi-residential tax ratio;
4. The commercial tax ratio be reduced from 2.137932 (2018) to 1.98, the provincial threshold ratio for the commercial property class by adopting the starting ratio each year;
5. Recommendations in paragraphs 1-4 be limited to the extent that the impact on a median residential property does not exceed the Council approved tax levy increase for the year by more than 0.5% (i.e., 2019, 2.29% levy increase before growth is equal to not more than 2.79% tax rate increase for residential property owners);
6. The annual tax policy report will provide two options for Council’s consideration including; an option which will reflect recommendations in paragraphs 1-5; and a status quo option (starting ratios with same tax policies as adopted by City Council in the previous year);

EXECUTIVE SUMMARY

On May 28, 2018, Committee of the Whole passed a resolution directing Administration to develop a long-term property tax strategy, including analysis of tax ratio setting options, to guide administration in the preparation of annual tax policies.

This report recommends a long term tax strategy that is designed to reduce the long term risks associated with changes that are occurring to the City’s property assessment base due to assessment growth, assessment appeals, and the phase-in of reassessment changes. This report
Corporate Report No. R 59/2019

recommends a strategy that reduces property tax ratios to enhance long-term financial stability and achieve greater fairness and relative competitiveness over time. The plan will serve as a guide for Administration to establish annual tax policy recommendations for Council’s consideration.

DISCUSSION

This report examines the external factors that change the City’s property assessment base and the distribution of the tax levy between property classes and identifies tax policy tools that can be used to achieve local tax policy objectives.

External factors that change the City’s property assessment base and the distribution of the tax levy between property classes include:

- Assessment growth
- Assessment appeals
- Phase-In of MPAC reassessment cycle

Tax tools that can be utilized to offset some of the impacts that external factors have on the property classes include:

- Tax Ratios
- Optional property classes
- Graduated taxation

Refer to Attachment 1 for a glossary of terms used in this report.

External Factors

Assessment Growth

Attachment 2 reflects a history of additional revenue from assessment growth by property class for the City of Thunder Bay. Commercial and industrial classes have experienced very little or negative growth in the last five years. Overall, the majority of the growth continues to come from the residential property class ($652,099 revenue growth in residential class in 2018).

When a municipality has positive growth in the commercial or industrial class, the respective ratios can be reduced without shifting taxes onto the residential class. However, because the City is experiencing low or negative growth, any reduction in the commercial or industrial property class ratios will shift taxes to the residential property class.

Higher ratios in the commercial and industrial classes significantly reduce annual tax revenue from growth when negative growth occurs. For example, Attachment 3 shows the City’s assessment growth of 0.45% in 2018, however, due to higher ratios in the business classes, additional tax revenue from growth is lower at 0.30%. As noted above, the majority of growth comes from the residential property class resulting in an ongoing shift of the tax levy onto the residential property class.
Assessment Appeals

The City has experienced significant losses due to successful assessment appeals in the commercial and industrial property classes. Due to high tax ratios, these losses are magnified. In addition, appeals are settled a number of years after they are filed, resulting in multiple year write-offs.

Attachment 4 details the write-offs processed by the City since 2013. As shown, the high risk assessment is the commercial and large industrial assessments with 26% of write-offs occurring in the commercial class and 67% in the large industrial class.

A large backlog of appeals at the Assessment Review Board (ARB), predominantly for commercial and industrial properties, will further reduce near term assessment growth and further erode the non-residential share of the assessment and taxation base.

High ratios in the commercial and industrial classes have the effect of leveraging high risk assessment. Therefore, lowering the business class ratios will reduce the long term risk associated with the instability of the assessment base.

The following steps are also taken to manage the risk associated with assessment appeals and the potential impact that tax write-offs may have on the City’s operating budget:

- A tax provision is recorded annually based on historical levels of taxes lost due to assessment appeals.
- The City is an active participant in assessment appeals.
- The City maintains a tax appeal reserve fund.

Phase-In of MPAC Reassessment Changes

Attachment 5 provides an analysis of the year over year assessment changes by property class. Thunder Bay experienced a 4.94% increase in assessment base due to reassessment. Reassessment and the annual phase-in of updated property values are causing shifts on to the residential property class.

It is important to note that reassessments do not generate more tax revenue, but rather redistribute the taxation levels within and between classes.

Shifts in the overall tax burden between property classes occur when the total value of properties within a class increase or decrease at different rates than the total value of properties in other classes. These shifts can be significant, and as discussed later in the report, the Province has provided municipalities with the option of implementing revenue neutral tax ratios to mitigate the shifts that occur due to reassessment.

The table below provides an analysis of the reassessment shift for the 2019 reassessment using 2018 year-end municipal tax levy figures. As identified, the various property classes have changed in value at different rates.

The reassessment caused a shift in the municipal tax burden ranging from a decrease of $650,184 in the commercial property class to an increase of $362,017 in the residential property class.
Therefore, if there were a 0% tax levy increase in 2019, the residential property class would experience a tax shift related increase of .30%. A residential property in 2018 with an assessed value of 100,000 would have an average assessed value of 105,092 in 2019, and would experience a municipal tax increase of $4.36 due to reassessment.

<table>
<thead>
<tr>
<th>Property Class</th>
<th>2018 Year-end Taxes before Reassessment</th>
<th>Restated 2018 Taxes using Reassessment Values</th>
<th>$ Shift in Taxation</th>
<th>% Shift in Taxation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>$119,006,442</td>
<td>$119,368,459</td>
<td>$362,017</td>
<td>0.30</td>
</tr>
<tr>
<td>New Multi Residential</td>
<td>199,416</td>
<td>198,447</td>
<td>(969)</td>
<td>(0.49)</td>
</tr>
<tr>
<td>Multi Residential</td>
<td>14,122,252</td>
<td>14,431,896</td>
<td>309,644</td>
<td>2.19</td>
</tr>
<tr>
<td>Commercial</td>
<td>48,754,154</td>
<td>48,103,970</td>
<td>(650,184)</td>
<td>(1.33)</td>
</tr>
<tr>
<td>Industrial</td>
<td>1,893,053</td>
<td>1,907,962</td>
<td>14,909</td>
<td>0.79</td>
</tr>
<tr>
<td>Large Industrial</td>
<td>3,098,885</td>
<td>3,098,307</td>
<td>(578)</td>
<td>(0.02)</td>
</tr>
<tr>
<td>Landfills</td>
<td>23,760</td>
<td>22,667</td>
<td>(1,093)</td>
<td>(4.60)</td>
</tr>
<tr>
<td>Pipeline</td>
<td>1,459,297</td>
<td>1,424,813</td>
<td>(34,484)</td>
<td>(2.36)</td>
</tr>
<tr>
<td>Farmland</td>
<td>13,120</td>
<td>13,638</td>
<td>518</td>
<td>3.95</td>
</tr>
<tr>
<td>Managed Forest</td>
<td>4,103</td>
<td>4,323</td>
<td>220</td>
<td>5.36</td>
</tr>
<tr>
<td>Total</td>
<td>$188,574,482</td>
<td>$188,574,482</td>
<td>$0</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Tax Policy Tools**

The Municipal Act provides municipalities with a range of tax policy tools that may be used to alter the distribution of the tax burden both within and between tax classes to achieve local tax policy objectives.

**Tax Ratios**

- A municipal tax ratio is the degree of which a property class is taxed relative to the residential class.
- The residential class ratio is always 1.0.
- Tax ratios determine how much of the municipal tax burden is borne by each property class.
- Altering tax ratios does not alter the overall levy amount, only how it is distributed among classes.
- Properties in different classes are taxed at different tax rates because of historical differences in tax burdens that were present prior to the 1998 provincial reform of the property tax system. Typically, commercial, industrial and multi-residential properties pay higher taxes than residential properties.

**Provincial Range of Fairness:** The Province established a target range for each property class as shown in the chart below. These were the long-term targets for tax ratios set by the Province.
The concept of tax reform was that municipalities could not move tax ratios further away from the fairness range.

Threshold Ratios: In 2001, the Province introduced “threshold ratios” for three classes (multi-residential - 2.74, commercial -1.98 and industrial - 2.63). At the time, the Province indicated that these threshold ratios represented the provincial average in each class. In 2017, the multi-residential threshold ratio was reduced from 2.74 to 2.00. If a property class ratio is above the threshold, the class does not fully share in any tax levy increase.

Threshold ratios are calculated at the broad class level which would include the residual and optional classes. In 2018, the City’s industrial broad class tax ratio was 2.925444, the commercial tax ratio was 2.137932, and the multi-residential tax ratio was 2.422438. The levy restriction applied to all mentioned classes and will continue to apply until tax ratios are reduced below the threshold. Property classes not subject to the levy restriction must assume a greater share of the municipal general tax increase.

The levy restriction acts to reduce the following year’s starting ratio for property classes that have ratios above the levy restriction.

Revenue Neutral Tax Ratios: Revenue neutral tax ratios can move ratios away from the range of fairness to mitigate tax shifts that occur between property classes due to the phase-in of reassessment changes.

The following chart is a comparison of the provincial ranges of fairness, the threshold ratios, and the City’s tax ratios that were approved in 2018.

Attachment 6 provides a history of Thunder Bay’s historical tax ratios.

<table>
<thead>
<tr>
<th>Property Class</th>
<th>Provincial Range of Fairness</th>
<th>Threshold Ratios</th>
<th>2018 Approved Tax Ratios</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Residential</td>
<td>1.0</td>
<td>1.0</td>
<td>N/A</td>
</tr>
<tr>
<td>New Multi-Residential</td>
<td>1.0</td>
<td>1.0</td>
<td>N/A</td>
</tr>
<tr>
<td>Multi-Residential</td>
<td>1.0</td>
<td>1.1</td>
<td>2.00</td>
</tr>
<tr>
<td>Commercial</td>
<td>0.6</td>
<td>1.1</td>
<td>1.98</td>
</tr>
<tr>
<td>Broad Industrial</td>
<td>0.6</td>
<td>1.1</td>
<td>2.63</td>
</tr>
<tr>
<td>Industrial Residual</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Large Industrial (no band)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landfills</td>
<td>0.6</td>
<td>1.1</td>
<td>2.848740</td>
</tr>
<tr>
<td>Pipelines</td>
<td>0.6</td>
<td>0.7</td>
<td>N/A</td>
</tr>
<tr>
<td>Farm</td>
<td>0.01</td>
<td>0.25</td>
<td>N/A</td>
</tr>
<tr>
<td>Managed Forests</td>
<td>0.25</td>
<td>0.25</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Multi-Residential Tax Ratio

As part of the December 2016 Economic Outlook, the Province announced it was undertaking a review of the property taxation of multi-residential properties in response to concerns about the significantly higher property tax burden for multi-residential apartment buildings (7 units or more) and its effect on housing affordability.

The Province concluded its review and mandated a continuation of the freeze on the municipal tax burden on multi-residential properties where the multi-residential tax ratio is greater than 2.0. Thunder Bay’s multi-residential tax ratio in 2018 was 2.42.

Support for the reduction of the multi-residential ratio is based on the assumption that the full amount of any reduction in property taxes will flow through to tenants. The Residential Tenancies Act, 2006 does require that decreases in property taxes be transferred onto the current tenants where the decrease exceeds 2.49%, but there are limitations to this requirement. Rent reductions passed on to tenants in some cases may be short lived as the landlord is allowed to start increasing rent again for existing tenants, within the limits prescribed in the rent increase guidelines, after 12 months. Because the rent guidelines do not apply to new tenants, landlords can increase the rent when a new tenant moves in.

In 2014, Council approved the creation of the new multi-residential property class with a tax ratio of 1.0. The property class was created by Council to encourage developers to build new multi-residential units given the extremely low vacancy rates in the City.

Administration recommends that the multi-residential ratio be gradually reduced to the provincial threshold ratio of 2.0 by directing the revenue from growth in the new multi-residential class toward the multi-residential class. For example, as shown in Attachment 2, the new multi-residential class had revenue growth of $74,620. The multi-residential ratio would be reduced such that the 2019 municipal taxation levied from the multi-residential class was $74,620 lower than if starting ratios were adopted.

Commercial Tax Ratio

The commercial ratio is above the provincial threshold and subject to the levy restriction. Whenever a ratio is increased, the cost of any tax write-off increases proportionally. The City’s higher commercial ratio coupled with significant outstanding commercial assessment appeals amplifies the financial impact to the City and ultimately the impact to be carried by the residential and other property classes.

The commercial class accounts for 15% of the City’s assessment base. This makes tax ratio reductions difficult because the larger the class, the bigger the shift onto other classes when a tax ratio is reduced.

Therefore, administration recommends reducing the commercial ratio but doing so more slowly by adopting the starting ratio each year. For example, the commercial ratio approved in 2018 was 2.137932. Because it is above the threshold ratio and therefore levy restricted, the 2019 starting ratio is reduced to 2.115246.
Industrial Ratios

If the large industrial ratio was reduced to achieve a broad-class ratio of 2.63, the industrial classes would carry their full share of any levy increase. Although this would create a tax shift onto residential class, some of the shift would be mitigated, as the industrial class would now be able to share in 100% of the levy increase.

Administration supports equity among properties within each broad class. Only 13 out of 55 municipalities included in the annual BMA Municipal Study have the large industrial optional property class. Reducing the large industrial ratio to achieve a broad class ratio of 2.63 is the first step toward closing the gap between the large industrial and residual industrial class.

Optional Property Classes

In addition to the standard property classes, municipalities can adopt optional classes. Optional classes provide flexibility in spreading the municipality’s property tax burden within the commercial and industrial property classes.

In 1998, City Council approved the creation of the shopping centre, office building, parking lot/vacant land, and large industrial optional classes. These classes were adopted to mitigate large shifts in the overall tax burden that would have otherwise occurred. They were not intended to be a permanent solution and in 2006, Council ceased using optional commercial classes.

The large industrial optional class is still being utilized by the City. As noted previously, the large industrial ratio was 3.30 in 2018 compared to the industrial residual ratio of 2.44.

In 2008, there were 26 properties in the large industrial class. There are currently seven properties in large industrial class, two of which are vacant land. Having so few properties in the class, increases the volatility of the class, which is magnified by the high ratios.

Administration recommends that the City continue to utilize the optional large industrial property class but that the ratio be reduced to achieve a broad-class ratio of 2.63. This will allow the industrial broad class to fully share in any tax levy increase.

Graduated Taxation

Since 1998 graduated taxation has been an option available to municipalities. The objective of graduated taxation is to mitigate taxation levels on businesses that are located on lower-value properties.

Municipalities are permitted to tax commercial and industrial properties at different rates depending upon their Current Value Assessment (CVA). Graduated CVA bands are defined by CVA ranges.

Either two or three bands may be chosen with no limits being placed on where the CVA boundaries between bands are set. Municipalities also have full flexibility to choose the relative tax levels for each band although the band with the highest value properties is always set at
100%. This program is self-funded within the class, and as such, by providing a lower tax rate for a lower band, increases the tax rate for the higher band.

The 2014 tax policy established graduated taxation as the tool to manage significant tax shifts that would have occurred among properties within the large industrial property class leading to tax increases in excess of 10% for some properties. Graduated taxation was established in 2014 with the intent of phasing it out in future years so the year over year tax increases among the properties in the class were more stable. In 2015, grain elevators were reclassified from the large industrial property class to the commercial class leaving seven properties in the large industrial class. As such, any change in graduated taxation has a larger impact on each of the remaining properties in the class resulting in graduated taxation being phased out slower than anticipated.

In 2018, the large industrial tax ratio was 3.304256. A high tax ratio magnifies the risk associated with assessment appeals and increases the potential tax write-offs.

In 2018, the large industrial property class had assessment of 68.5 million with 22.3 million being in the high band. There is one property with assessment in the high band. The assessment in the high band is taxed at 4 times that of the residential property class. Therefore, the risk associated with write-offs due to successful assessment appeals for assessment in the high band is magnified.

The chart below illustrates the impact graduated taxation and high tax ratios can have when the City experiences negative growth or losses related to assessment appeals in those property classes. In the example below, growth from an assessment perspective is zero, but the related tax revenue growth is a loss of $220,683.

<table>
<thead>
<tr>
<th>Property Class</th>
<th>Assessment Growth</th>
<th>Related Revenue Growth (using 2018 tax rates)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>5,000,000</td>
<td>$ 73,369</td>
</tr>
<tr>
<td>Large Industrial (high band)</td>
<td>(5,000,000)</td>
<td>($294,052)</td>
</tr>
<tr>
<td>Total</td>
<td>0.00</td>
<td>($220,683)</td>
</tr>
</tbody>
</table>

The chart below is a comparison of the graduated tax options that Council has adopted since 2014 and the impact it has had on large industrial assessment in the high band.

<table>
<thead>
<tr>
<th>Year</th>
<th>Low Band tax rate as % of High Band</th>
<th>Boundary</th>
<th>Shift of Taxation onto Assessment &gt;$18.5m</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>50%</td>
<td>18,500,000</td>
<td>$1,021,793</td>
</tr>
<tr>
<td>2015</td>
<td>64%</td>
<td>18,500,000</td>
<td>$301,808</td>
</tr>
</tbody>
</table>
An effective way of phasing out or eliminating graduated taxation for the large industrial class without burdening the properties that fall in the low band would be to lower the large industrial tax ratio simultaneously. The reduction would then be spread out to the other property classes.

Administration recommends that graduated taxation in the large industrial property class continue to be phased out as quickly as plausible. The tax increases/decreases experienced by each of the properties in the large industrial property class will be reviewed each year and the low band tax rate as a percentage of the high band will be increased along with a reduction to the large industrial tax ratio.

**Municipal Comparisons**

Since 2000, BMA Management Consulting Inc. has completed an annual municipal comparative study on behalf of participating Ontario municipalities. 108 Ontario municipalities, representing in excess of 85% of the population participate in the study.

Attachments 7a-7c provide a ten-year history of the City’s tax ratios in comparison to other municipalities for the multi-residential, commercial, and industrial property classes. As illustrated in the multi-residential and industrial residual class charts, the City is significantly above the average over the last 10 years. The commercial ratio has been moving further away from the provincial average since 2014.

Thunder Bay has the fifth highest multi-residential tax ratio and the fourth highest commercial tax ratio out of 56 surveyed municipalities. Thunder Bay has the 17th highest residual industrial ratio which does not include the large industrial class. Only 13 other municipalities have the large industrial optional class. If the large industrial class was considered, Thunder Bay’s industrial ratio would be one of the highest as well.

Ratios should not be looked at in isolation. The chart below provides a comparison of relative taxes across 12 property types for municipalities with populations greater than 100,000.

Overall, the City’s relative taxes are high in all areas except in the residential – detached bungalow category, commercial – motel, standard industrial, and large industrial category.

<table>
<thead>
<tr>
<th>Property Type*</th>
<th>City of Thunder Bay Relative</th>
<th>Ranking (1=lowest taxes)</th>
<th>Average 2018 Property Taxes</th>
<th>Median 2018 Property Taxes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>64%</td>
<td>18,500,000</td>
<td>$ 302,135</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>68%</td>
<td>18,500,000</td>
<td>$ 205,174</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>73%</td>
<td>18,500,000</td>
<td>$ 291,769</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>---------------------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>Residential – Detached Bungalow</td>
<td>$3,752</td>
<td>$3,963</td>
<td>$3,752</td>
<td></td>
</tr>
<tr>
<td>Residential – 2 Storey Home</td>
<td>$5,866</td>
<td>$5,019</td>
<td>$5,049</td>
<td></td>
</tr>
<tr>
<td>Residential – Senior Executive Home</td>
<td>$7,628</td>
<td>$6,286</td>
<td>$6,223</td>
<td></td>
</tr>
<tr>
<td>Multi-Residential – Walk-up Apartment (taxes on a per unit basis)</td>
<td>$2,090</td>
<td>$1,642</td>
<td>$1,731</td>
<td></td>
</tr>
<tr>
<td>Multi-Residential – High-Rise (taxes on a per unit basis)</td>
<td>$2,394</td>
<td>$1,833</td>
<td>$1,872</td>
<td></td>
</tr>
<tr>
<td>Commercial – Office Buildings (taxes per sq. ft.)</td>
<td>$4.21</td>
<td>$3.55</td>
<td>$3.52</td>
<td></td>
</tr>
<tr>
<td>Commercial – Neighbourhood Shopping (taxes per sq. ft.)</td>
<td>$5.06</td>
<td>$4.64</td>
<td>$4.74</td>
<td></td>
</tr>
<tr>
<td>Commercial – Hotel (taxes per suite)</td>
<td>$1,919</td>
<td>$1,628</td>
<td>$1,467</td>
<td></td>
</tr>
<tr>
<td>Commercial – Motel (taxes per suite)</td>
<td>$1,102</td>
<td>$1,499</td>
<td>$1,459</td>
<td></td>
</tr>
<tr>
<td>Standard Industrial (taxes per sq. ft.)</td>
<td>$1.91</td>
<td>$2.11</td>
<td>$2.06</td>
<td></td>
</tr>
<tr>
<td>Large Industrial (taxes per sq. ft.)</td>
<td>$1.08</td>
<td>$1.32</td>
<td>$1.16</td>
<td></td>
</tr>
<tr>
<td>Industrial Vacant Land (taxes per acre)</td>
<td>$5,355</td>
<td>$7,779</td>
<td>$6,513</td>
<td></td>
</tr>
</tbody>
</table>

*(see Attachment 8 for description)*

Options for Future Tax Policy

Council may choose to set tax policy based on any of the following strategies:

- Option #1-Reduce tax ratios and phase-out optional tools (graduated taxation and optional classes)
- Option #2-Status quo (starting ratios)
- Option #3-Tax shift mitigation (revenue neutral tax ratios)

Option #1- Reduce Tax Ratios and Phase-out Optional Tools (Recommended)

Despite the interclass shifts that result, decisions to reduce tax ratios respond to the following influences or factors:

- Enhance long-term financial stability
- Reduce the multi-residential ratio at a quicker pace compared to option 2 and 3, resulting in more properties achieving a property tax decrease of 2.49%, triggering rent reduction
- Move ratios to the provincial threshold to avoid a levy restricted position
- Achieve greater equity among property classes
- Reduce the impact of assessment related tax shifts onto one or more property classes due to reassessment, growth, and appeals
- Respond to specific requests/demands from local business class property owners
- Signal a business friendly atmosphere for existing and/or future potential businesses, promoting economic growth
- Compete with neighboring jurisdictions
This strategy would be a multi-staged strategy with the following priorities.

1. Phase out graduation taxation in the large industrial property class: When implemented in 2014, graduated taxation was intended to be a short-term measure to mitigate tax shifts that would have occurred on lower valued properties in the large industrial class. In addition to the higher ratio for the class, graduated taxation compounds the taxes at risk. If graduation taxation is eliminated, all properties within the large industrial class would share equally in their respective tax responsibility.

2. Reduce the broad-class industrial ratio to the provincial threshold ratio of 2.63: This would be achieved by reducing the large industrial tax ratio. The 2019 industrial broad-class starting ratio is 2.88 which is close to the threshold ratio of 2.63. If the City were to reduce the large industrial ratio to achieve a broad-class ratio of 2.63, the industrial classes would carry their full share of any levy increase. Although this would create a tax shift onto residential class, some of the shift would be mitigated, as the industrial class would now be able to share in 100% of the levy increase.

3. Reduce the multi-residential tax ratio to the provincial threshold ratio of 2.0: The 100% levy restriction that is imposed on this class results in an automatic reduction in the ratio each year. In order to achieve the 2.0 ratio more quickly so that more properties in the class receive a property tax decrease of 2.49%, triggering rent reduction, the revenue from growth in the new multi-residential property class would be directed to reduce the multi-residential tax ratio.

4. Reduce the commercial tax ratio to the provincial threshold ratio of 1.98: Because the commercial class represents 15% of the City’s assessment base, reducing the commercial ratio has a bigger impact on the residential class. Therefore, administration recommends reducing the commercial ratio gradually by implementing the starting ratio each year.

The implementation of this strategy would be gradual and the following factors would be considered each year as part of the annual tax policy review and tax ratio setting process:

5. The effect of tax ratio changes on the residential property class: Administration recommends that the priorities listed above be limited to the extent that the impact on a median residential property does not exceed the approved tax levy increase in the operating budget for the year by more than 0.5% (i.e., 2.29% budget increase before growth is equal to not more than 2.79% tax rate increase for residential property owners).

6. Provincially established education tax rates: The Province resets education tax rates on an annual basis to offset the phased-in assessment increases resulting from reassessment. Those rates are uniform across all municipalities in Ontario. Municipalities in Ontario having assessment increases higher than the provincial average change will experience an increase in education taxes while those municipalities having assessment increases lower than the provincial average change will experience a decrease in education taxes as a result of the reset. A decrease in education taxes creates education tax room that can be used to reduce the tax ratios without increasing the overall tax burden on the residential taxpayer.
Option #2 - Status Quo (Not Recommended)

Under this strategy, reassessment related tax shifts flow through unrestricted. Starting ratios are the previous year’s approved ratios updated to account for any levy restrictions applicable to the commercial, industrial, and multi-residential property classes. This approach is typically adopted when Council has achieved its desired ratios and is satisfied that the shifts that are occurring due to reassessment or growth are not significant enough to warrant a different approach. Since the City’s commercial, industrial and multi-residential property classes are all subject to the levy restriction, this strategy will result in reductions to these ratios each year until they reach the threshold ratios.

The large industrial property class would continue to be analyzed each year and adjustments would be made to reduce graduated taxation; however, since the large industrial ratio would not be altered, the reduction to graduated taxation would be contingent on the overall increase to the properties in the low band.

Impacts of using this strategy are as follows:

- Given current reassessment and growth trends, this strategy will shift property taxes onto the residential property class but to a lesser degree than option 1.
- The multi-residential tax ratio is expected to reach 2.0 in 2022. The gradual decrease in the ratio will result in fewer properties receiving the minimum 2.49% decrease that is required to invoke the mandatory rent reduction application of the Residential Tenancies Act.
- The commercial and industrial ratios will move toward the threshold ratios, but at a slower pace than option 1.
- The large industrial properties and the property in the high band of the large industrial property class, will continue to be taxed at a rate that is significantly higher than all other properties.
- The risk related to assessment appeal losses in the commercial and industrial property classes will remain high.

Option #3 - Tax Shift Mitigation Strategy (Not Recommended)

This strategy uses all provincial tools available to achieve the most uniform tax change possible across all property classes. The main argument for this approach to future tax policy would be that each of the property classes’ proportionate share of the tax levy should not change year over year, regardless of the assessment shifts that occur due to assessment growth, reassessment changes and assessment appeals.

Impacts of using tax shift mitigation strategy are as follows:

- Given current reassessment and growth trends, this strategy will shift the least amount of property taxes onto the residential property class compared to options 1 and 2.
- The multi-residential tax ratio is expected to reach 2.0 in 2022. The gradual decrease in the ratio will result in fewer properties receiving the minimum 2.49% decrease that is
required to invoke the mandatory rent reduction application of the Residential Tenancies Act.

- The commercial and industrial ratios will continue to be significantly higher than the provincial average and may move further away from the provincial average.
- The property in the high band of the large industrial property class, will continue to be taxed at a rate that is significantly higher than all other properties.
- The risk related to assessment appeal losses in the commercial and industrial property classes will remain high.

CONSULTATION

Administration met with key stakeholders including the Thunder Bay Community Economic Development Commission (CEDC), the Chamber of Commerce, and Thunder Bay Coalition Against Property Tax Discrimination multi-residential group.

The CEDC provided the following information and comments:

- Selecting the best city for a business operation requires consideration of a wide range of factors including business costs, the business environment, cost of living, and quality of life.
- Transportation costs are Thunder Bay’s major hurdle along with labour availability and power rates.
- Business climate is ranked as the 6th most important factor and property tax is ranked 7th.
- Before a new business moves to a city, business climate is assessed. Through elimination, the business will choose 2 or 3 cities for further review. If Thunder Bay is behind the curve in all categories, Thunder Bay will be eliminated. While Council may not have direct control over some of the main factors like labour costs, Council can make decisions that impact the cost of property taxes for businesses.
- Analysis from KPMG on Thunder Bay’s Competitive Position identified property taxes as the second most common weakness next to transportation costs for Thunder Bay in the manufacturing sector industries (industrial properties).

The Thunder Bay Chamber of Commerce provided the following:

- Property taxes influence a business’s decision to renovate, expand and move into new locations within the city.
- 2018 member survey results ranked property taxes as the third priority that businesses want City Council to address.
- Rising taxes are a concern to the Chamber and its members but 50% of survey respondents identified that the level of taxation would be acceptable if better value was received for taxes.
- Property taxes is one factor that is considered by businesses when deciding to locate in Thunder Bay versus one of Thunder Bay’s neighboring municipalities.
The Thunder Bay Coalition Against Property Tax Discrimination provided the following feedback:

- All residential accommodations should be taxed at the same rate.
- If all market rents go down due to the 2.49% tax decrease rent reduction, it would set a new base rent for the market, making rental units more affordable.
- Properties in the multi-residential class are not as costly to service compared to residential properties, yet the tax ratio is much higher.
- The new multi-residential ratio creates inequity for the multi-residential property class.

**FINANCIAL IMPLICATION**

Tax policy decisions do not generate additional taxes but rather, redistributes the existing tax burden.

**CONCLUSION**

It is concluded that a long term tax strategy should be approved whereby:

1. Graduated taxation in the large industrial property class be phased out;
2. The broad class industrial ratio be gradually reduced to the provincial threshold ratio by reducing the large industrial tax ratio;
3. The multi-residential tax ratio be gradually reduced to the provincial threshold ratio, with the revenue from growth in the new multi-residential property class being directed to reduce the multi-residential tax ratio;
4. The commercial tax ratio be gradually reduced to the provincial threshold ratio for the commercial property class by adopting starting ratios each year;
5. Recommendations be limited to the extent that the impact on a median residential property does not exceed the approved tax levy increase in the operating budget for the year by more than 0.5% (i.e., 2.29% budget increase before growth is equal to not more than 2.79% tax rate increase for residential property owners)
6. The annual tax policy report provide two options for Council’s consideration including; an option which will reflect recommendations in paragraphs 1-5; and a status quo option (starting ratios with same tax policies as adopted by City Council in the previous year);

**BACKGROUND**

The budget process determines the total municipal tax requirements of a municipality. Property tax policy includes the decisions Councils make relating to the municipal portion of the tax burden. Those policies determine the level of taxation that will be applicable to the various classes of taxpayers as well as taxation limits within each property class.

Municipal Councils must make property tax policy decisions on an annual basis. Since the introduction of current value assessment by the Province in 1998, inequities in tax treatment
have been identified in the multi-residential, commercial and industrial property classes in many cities including Thunder Bay. From 1998 – 2005, significant progress was made to reduce non-residential ratios to the threshold ratios. Ratios remained consistent from 2006-2009. In 2009, Council approved report 2009.105 (Revenue) recommending a long term strategic property tax plan that was designed to realign property tax ratios and tax rates to achieve greater fairness and relative competitiveness over time. There was a further reduction to the large industrial ratio in 2010 but otherwise ratios did not change through to 2012.

In 2012, property reassessment (2013-2016) resulted in Thunder Bay’s residential assessment base increasing at a higher level than the provincial average for the first time since tax reform in 1998. As such, the province-wide education rate update resulted in education tax increases for Thunder Bay. To reduce the increase in overall tax burden experienced by the residential property class due to the reassessment and the increase in education taxes, Council utilized tax shift mitigation and adopted revenue neutral tax ratios in 2013. As such, the commercial, industrial and large industrial ratios increased. Council has been approving a tax shift mitigation strategy since 2013.

**REFERENCE MATERIAL ATTACHED:**

Attachment 1 – Glossary of Terms  
Attachment 2 – History of Additional Revenue from Assessment Growth by Property Class  
Attachment 3 – Additional Revenue from 2018 Assessment Growth  
Attachment 4 – History of Tax Write-offs  
Attachment 5 – Assessment Changes 2018-2019  
Attachment 6 – History of Tax Ratios  
Attachment 7 – 10 Year Comparison of Tax Ratios in relation to the average for Municipalities in BMA Study  
Attachment 8 – Description of Comparable Properties Used in Analysis of Relative Taxes

**PREPARED BY: KATHLEEN CANNON, DIRECTOR OF REVENUE**

<table>
<thead>
<tr>
<th>THIS REPORT SIGNED AND VERIFIED BY:</th>
<th>DATE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linda Evans, GM Corporate Services &amp; Long Term Care, City Treasurer</td>
<td>April 23 2019</td>
</tr>
</tbody>
</table>
Glossary of Terms

Key terms relating to assessment and property taxation.

**Assessment Act** The Provincial legislation that governs the way property is assessed for taxation purposes in Ontario.

**Assessment Appeal** The mechanism by which property owners and other interested parties may challenge the accuracy of a property's assessment including its assigned value (CVA) and classification.

**Assessment Growth** Represents the amount an assessment increases or decreases over time, regardless of whether reassessment has occurred. These assessment changes reflect changes in a property’s state, condition or use. Positive growth is attributable to things like new construction, additions, improvements and changes in use and will result in new or additional revenue becoming available to the municipality. Negative growth stems from assessment reductions, certain changes in use, demolitions, etc; all of which can result in retroactive tax write-offs and/or the reduction of future revenue streams.

**Assessment Review Board (ARB)** Independent tribunal within the Environmental and Land Tribunals of Ontario (ELTO) cluster which reports to the Ontario Ministry of the Attorney General and adjudicates assessment appeals and some Municipal Act disputes.

**Assessment Roll** An official record of all assessment details prepared by the assessment authority (MPAC) and delivered to municipalities annually.

**Current Value Assessment (CVA)** The basis for valuing land for assessment purposes in Ontario. Current Value Assessment, also known as Market Value Assessment, is the value a property might reasonably be expected to sell for if sold by a willing seller to a willing buyer without undue pressure, at “arm’s length” (that is, between parties who have no financial or personal relationship) and with appropriate exposure in an open market. The CVA for each year of a four-year reassessment phase-in cycle is based on the relationship between the Phase-in Starting CVA and the Phase-in Destination CVA. Increases between the Starting and Destination CVAs are phased in using increments of 25%. Decreases are not phased in.

**Destination CVA** The final or full assessment value assigned to the property (after accounting for phase-in adjustments).

**Full CVA** See Destination CVA

**Municipal Act** The statute governing how municipalities administer municipal services and collect taxes.

**Property Class (Tax Class)** A categorization of a property or a portion of a property according to its use, each category representing a different tax class. The major classes of property are residential, new multi-residential, multi-residential, commercial, industrial, pipeline, landfill, farm, and managed forests. Optional property classes which municipalities may adopt by by-law include office building, shopping centre, parking lot/vacant land, residual commercial, large industrial, professional sports facility, and resort condominiums. Examples of property types that fall into each of the tax classes are as follows:
Residential Class includes:
- Residential property with less than 7 units
- Condos, timeshares, group and care homes
- Campgrounds and mobile homes
- Golf courses, driving ranges, ski resorts

New Multi-Residential Class includes:
- Land that would otherwise be in the multi-residential property class but the units on the land have been built or converted from a non-residential use pursuant to a building permit issued after the by-law adopting the new multi-residential property class was passed. The City of Thunder Bay passed the by-law adopting the new multi-residential property class on June 9, 2014.

Multi-Residential Class includes:
- Land with seven or more self-contained units
- Land that is zoned principally for multi-residential development

Commercial Class includes:
- Land that is not included in any other class (defaults to commercial)
- For profit care home with less than seven units
- Hotels
- Office buildings if optional class not adopted
- Parking lots if optional class not adopted
- Shopping Centres if optional class not adopted
- Storage buildings at a manufacturing production or processing site so long as they are not attached or connected to a structure/building that is in the industrial class

Industrial Class includes:
- Manufacturing, processing or producing anything
- Research and development and associated office space
- Storage or retail sites at the site of a manufacturing processor or producer
- Land zoned principally industrial
- Land used to make/transform electricity
- Land used for mining, extraction, and or gas production
- Shipyards, dry docks and feed or gr
- Sewage or water treatment plant unless owned by a commission

Large Industrial Class (Optional Class) includes:
- Land that would otherwise be in the Industrial class with one or more buildings with a single occupant that has an exterior measurement in excess of 125,000 square feet.

Landfill Class includes:
- Land on which landfilling is permitted to occur pursuant to a current environmental compliance approval
- Land that contains a closed landfill cell.
Pipeline Class includes:
- Pipelines within the meaning of the Assessment Act

Farm Class includes:
- Land used for farming, including outbuildings is farmland for a taxation year if a number of requirements listed in the Assessment Act are satisfied

Managed Forest Class includes:
- Land that is covered by a forest, and including outbuildings used for forest operations, is eligible land if a number of requirements listed in the Assessment Act are satisfied

Provincial Range of Fairness The Province established a target range for each property class. Tax ratios cannot be moved further away from the fairness range. Once a tax ratio is moved closer to the range of fairness, it cannot be moved back with the exception of establishing revenue neutral ratios.

Property Code A property classification system used by MPAC to identify properties of a similar type.

Provincial Thresholds for tax ratios Beginning in the year 2001, the Province established threshold tax ratios for the commercial, industrial, and multi-residential property classes. At the time, the Province indicated that these threshold ratios represented the Provincial average in each class. Under provisions of the Municipal Act and related regulations, municipalities were not permitted for the year 2001 or subsequent years to impose a general municipal levy increase on a property class which had a ratio exceeding the Provincial threshold. Beginning in 2004, this restriction was modified somewhat to permit a tax increase of up to 50% of any increase applied to the residential class. This changed again in 2017 when the Province announced that municipalities were not permitted to impose a general municipal levy increase on the multi-residential property class that had a ratio exceeding the Provincial threshold. The 50% levy restriction continues to apply to the Commercial and Industrial property classes. The general principal continues that property tax increases cannot be spread evenly over all property classes if any tax ratio exceeds the provincial thresholds.

Reassessment/Phase-in A process conducted by the Municipal Property Assessment Corporation (MPAC) of updating assessments on all properties in Ontario to reflect more current values. There is a four-year phase-in of assessment changes, whereby increases are spread equally over a four-year term,(2017 - 2020) using a January 1, 2016 valuation date. Decreases resulting from reassessment are flowed through to taxpayers in year one of the phase-in.

Special Area Rate A tax rate associated with a service or activity of the municipality that is not being provided or undertaken generally throughout the municipality, or is being provided or undertaken at different levels or in a different manner in different parts of the municipality. The City has a special area rate for garbage, public transportation, sewage & drainage, and street lighting.

Taxation The process of applying a tax rate to a current value assessment to calculate the taxes owing.

Tax Rate A percentage applied to the assessed value of a property to determine property taxes payable. Municipal tax rates are set by local municipalities, counties, regions and education tax rates are set by
the provincial government. Tax rates may differ for each property class. The tax rate for the City of Thunder Bay consists of the municipal general rate, the education tax rate, and special area rates for garbage, public transportation, sewage & drainage, and street lighting.

**Tax Ratio** Tax ratios compare the tax rate for municipal purposes in a particular property class to the residential class. The tax ratio for the residential property class is deemed 1.00. A tax ratio of 2.00 for the commercial property class would therefore indicate a municipal tax rate is twice that of the residential municipal tax rate. (Education tax rates are set by the Province and are not dependent on tax ratios approved by municipal councils).
## History of Additional Revenue from Assessment Growth by Property Class

<table>
<thead>
<tr>
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<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Residential</td>
<td>652,099 0.55%</td>
<td>871,428 0.76%</td>
<td>1,180,686 1.08%</td>
<td>1,503,441 1.44%</td>
<td>1,060,088 1.07%</td>
</tr>
<tr>
<td>New Multi-residential</td>
<td>74,620 59.79%</td>
<td>96,593 342.18%</td>
<td>27,328</td>
<td>-162,950 -1.18%</td>
<td>40,933 0.31%</td>
</tr>
<tr>
<td>Multi-residential</td>
<td>7,664 0.05%</td>
<td>15,684 0.11%</td>
<td>24,787 0.18%</td>
<td>-2,036,000 4.64%</td>
<td>2,514,322 6.27%</td>
</tr>
<tr>
<td>Commercial</td>
<td>32,893 0.07%</td>
<td>387,057 0.81%</td>
<td>233,880 0.51%</td>
<td>2,514,322 6.27%</td>
<td>2,514,322 6.27%</td>
</tr>
<tr>
<td>Industrial</td>
<td>-10,587 -0.56%</td>
<td>-24,343 -1.30%</td>
<td>-53,606 -2.90%</td>
<td>-26,202 -1.44%</td>
<td>-16,462 -0.93%</td>
</tr>
<tr>
<td>Large Industrial</td>
<td>-195,710 -5.94%</td>
<td>0 0.00%</td>
<td>-625,783 -16.66%</td>
<td>-39,295 -1.04%</td>
<td>-2,630,829 -38.52%</td>
</tr>
<tr>
<td>Landfills</td>
<td>0 0.00%</td>
<td>-214 -0.92%</td>
<td>22,454</td>
<td>22,454</td>
<td></td>
</tr>
<tr>
<td>Pipelines</td>
<td>4,776 0.33%</td>
<td>13,268 0.95%</td>
<td>9,964 0.74%</td>
<td>7,990 0.61%</td>
<td>75,074 6.37%</td>
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<tr>
<td>Farm</td>
<td>106 0.81%</td>
<td>1,776 17.10%</td>
<td>-1,055 -9.28%</td>
<td>66 0.59%</td>
<td>-68 -0.59%</td>
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<tr>
<td>Managed Forests</td>
<td>119 2.99%</td>
<td>327 9.80%</td>
<td>262 8.43%</td>
<td>454 17.18%</td>
<td>377 16.26%</td>
</tr>
<tr>
<td>Total</td>
<td>565,980 0.30%</td>
<td>1,361,576 0.75%</td>
<td>818,917 0.47%</td>
<td>3,319,504 1.96%</td>
<td>1,043,435 0.64%</td>
</tr>
</tbody>
</table>

*2015 commercial growth primarily related to the Court House*
### Additional Revenue from 2018 Assessment Growth

**Attachment 3**

<table>
<thead>
<tr>
<th>Property Class</th>
<th>2018 Total Taxation Based on Returned Roll</th>
<th>2018 Total Year End Taxation</th>
<th>CVA Growth</th>
<th>Revenue Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CVA</td>
<td>Municipal Levy $</td>
<td>CVA</td>
<td>Municipal Levy $</td>
</tr>
<tr>
<td>Residential</td>
<td>8,169,100,730</td>
<td>118,354,344</td>
<td>8,214,562,590</td>
<td>119,006,443</td>
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<tr>
<td>New Multi-residential</td>
<td>8,504,680</td>
<td>124,796</td>
<td>13,589,920</td>
<td>199,416</td>
</tr>
<tr>
<td>Multi-residential</td>
<td>404,647,539</td>
<td>14,114,588</td>
<td>404,867,261</td>
<td>14,122,252</td>
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<tr>
<td>Commercial</td>
<td>1,578,746,205</td>
<td>48,721,261</td>
<td>1,578,779,894</td>
<td>48,754,154</td>
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<tr>
<td>Industrial</td>
<td>61,731,278</td>
<td>1,903,640</td>
<td>61,706,980</td>
<td>1,893,053</td>
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<td>Large Industrial</td>
<td>68,984,338</td>
<td>3,294,595</td>
<td>64,425,694</td>
<td>3,098,885</td>
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<tr>
<td>Landfills</td>
<td>690,000</td>
<td>23,760</td>
<td>690,000</td>
<td>23,760</td>
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<tr>
<td>Pipelines</td>
<td>35,805,500</td>
<td>1,454,521</td>
<td>35,923,080</td>
<td>1,459,297</td>
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<td>Farm</td>
<td>3,841,515</td>
<td>13,014</td>
<td>3,873,212</td>
<td>13,120</td>
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<td>Managed Forests</td>
<td>1,184,514</td>
<td>3,984</td>
<td>1,220,228</td>
<td>4,103</td>
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<td><strong>Total</strong></td>
<td>10,333,236,299</td>
<td>188,008,503</td>
<td>10,379,638,859</td>
<td>188,574,483</td>
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</table>
## Tax Write-Offs 2013-2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Municipal $</th>
<th>Education $</th>
<th>Total $</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>750,585</td>
<td>268,274</td>
<td>1,018,859</td>
</tr>
<tr>
<td>2014</td>
<td>3,864,500</td>
<td>1,596,921</td>
<td>5,461,421</td>
</tr>
<tr>
<td>2015</td>
<td>9,206,694</td>
<td>2,884,157</td>
<td>12,090,851</td>
</tr>
<tr>
<td>2016</td>
<td>1,584,385</td>
<td>475,756</td>
<td>2,060,141</td>
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<td>2017</td>
<td>7,363,094</td>
<td>2,382,555</td>
<td>9,745,649</td>
</tr>
<tr>
<td>2018</td>
<td>377,153</td>
<td>119,281</td>
<td>496,434</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>23,146,411</strong></td>
<td><strong>7,726,944</strong></td>
<td><strong>30,873,355</strong></td>
</tr>
</tbody>
</table>

### Property Class Municipal $ % of Total

- **Residential**: 383,393 2%
- **Multi-Residential**: 273,052 1%
- **Commercial**: 6,180,575 26%
- **Industrial**: 857,800 4%
- **Large Industrial**: 15,451,591 67%
- **Total**: 23,146,411 100%
### Assessment Changes 2018 - 2019
(Third year of 4 year phase-in)

<table>
<thead>
<tr>
<th>Property Class</th>
<th>2018 Year-end Roll</th>
<th>2019 Returned Roll</th>
<th>2019 Value Change</th>
<th>% Value Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>8,214,562,590</td>
<td>8,632,651,822</td>
<td>418,289,232</td>
<td>5.09</td>
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<tr>
<td>New Multi-Residential</td>
<td>13,589,920</td>
<td>14,170,460</td>
<td>580,540</td>
<td>4.27</td>
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<tr>
<td>Multi-Residential</td>
<td>404,667,261</td>
<td>434,635,231</td>
<td>29,767,970</td>
<td>7.35</td>
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<tr>
<td>Commercial</td>
<td>1,578,779,894</td>
<td>1,634,380,722</td>
<td>55,600,828</td>
<td>3.52</td>
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<tr>
<td>Industrial</td>
<td>61,706,980</td>
<td>65,483,441</td>
<td>3,776,461</td>
<td>6.12</td>
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<tr>
<td>Large Industrial</td>
<td>64,425,694</td>
<td>68,092,947</td>
<td>3,667,253</td>
<td>5.69</td>
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<tr>
<td>Landfill</td>
<td>690,000</td>
<td>690,000</td>
<td>0</td>
<td>0.00</td>
</tr>
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<td>Pipeline</td>
<td>35,923,080</td>
<td>36,751,040</td>
<td>827,960</td>
<td>2.30</td>
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<tr>
<td>Farm</td>
<td>3,873,212</td>
<td>4,221,157</td>
<td>347,945</td>
<td>8.98</td>
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<tr>
<td>Managed Forest</td>
<td>1,220,228</td>
<td>1,347,816</td>
<td>127,588</td>
<td>10.46</td>
</tr>
<tr>
<td><strong>Total Taxable/PIL</strong></td>
<td><strong>10,379,638,859</strong></td>
<td><strong>10,892,624,636</strong></td>
<td><strong>512,985,777</strong></td>
<td><strong>4.94%</strong></td>
</tr>
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</table>

### Assessment Totals 2016 - 2020
(Full impact of reassessment)

<table>
<thead>
<tr>
<th>Property Class</th>
<th>2016 Year-end Roll</th>
<th>Destination Value</th>
<th>Total Change $</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>7,387,193,916</td>
<td>9,051,141,066</td>
<td>1,663,947,150</td>
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<tr>
<td>New Multi-Residential</td>
<td>12,428,839</td>
<td>14,751,000</td>
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<tr>
<td>Commercial</td>
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<td>1,689,981,530</td>
<td>170,099,293</td>
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<tr>
<td>Landfill</td>
<td>794,000</td>
<td>690,000</td>
<td>(104,000)</td>
<td>-13.10</td>
</tr>
<tr>
<td>Industrial</td>
<td>56,273,070</td>
<td>69,259,900</td>
<td>12,986,830</td>
<td>23.08</td>
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<tr>
<td>Large Industrial</td>
<td>58,598,225</td>
<td>71,760,200</td>
<td>13,161,975</td>
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<td>Pipeline</td>
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<td>37,579,000</td>
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<td>Farm</td>
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<td>4,569,100</td>
<td>1,179,477</td>
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<tr>
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<td>1,076,753</td>
<td>1,475,400</td>
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<tr>
<td><strong>Total Taxable/PIL</strong></td>
<td><strong>9,420,146,340</strong></td>
<td><strong>11,405,610,396</strong></td>
<td><strong>1,985,464,056</strong></td>
<td><strong>21.08</strong></td>
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</table>
### Tax Ratios for the City of Thunder Bay 1998 to 2018

<table>
<thead>
<tr>
<th>Year</th>
<th>Residential</th>
<th>New Multi-Residential</th>
<th>Multi-Residential</th>
<th>Commercial</th>
<th>Shopping Centre</th>
<th>Office Building</th>
<th>Parking/Vac Land</th>
<th>Industrial</th>
<th>Large Industrial (No Band)</th>
<th>Landfill</th>
<th>Pipelines</th>
<th>Farmland</th>
<th>Managed Forests</th>
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<tbody>
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<td>2.213600</td>
<td>1.493900</td>
<td>3.230100</td>
<td>3.471800</td>
<td>2.198400</td>
<td>0.250000</td>
<td>0.250000</td>
<td>0.250000</td>
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<td>1.493900</td>
<td>3.230100</td>
<td>3.471800</td>
<td>2.198400</td>
<td>0.250000</td>
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<tr>
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<td>2.903900</td>
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<td>3.230100</td>
<td>3.471800</td>
<td>2.198400</td>
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<td>3.230100</td>
<td>3.471800</td>
<td>2.198400</td>
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<td>2004</td>
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<td>2.627500</td>
<td>2.152000</td>
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<td>2.627500</td>
<td>2.152000</td>
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<td>2.627500</td>
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<td>2.627500</td>
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<td>n.a</td>
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<td>2.627500</td>
<td>2.152000</td>
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<td>2.627500</td>
<td>2.152000</td>
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<td>2.627500</td>
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<td>2017</td>
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<td>2018</td>
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<td>1.000000</td>
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</tbody>
</table>

Percent change 0.00 0.00 -16.58 -12.56 -24.43 -4.83 5.28 25.93 0.00 0.00

* In 2006 City Council stopped using the Optional Commercial property classes (Shopping Centre, Office Building, and Parking/Vac Land).
Multi-Residential Tax Ratio 10 Year Comparison

Year:
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
- 2016
- 2017
- 2018

Values:
- Thunder Bay
- Average
- Provincial Threshold
Commercial (Residual) Tax Ratio 10 Year Comparison

<table>
<thead>
<tr>
<th>Year</th>
<th>Thunder Bay</th>
<th>Average</th>
<th>Provincial Threshold</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
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<tr>
<td>2012</td>
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<td></td>
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<tr>
<td>2013</td>
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<tr>
<td>2014</td>
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<tr>
<td>2015</td>
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<td>2016</td>
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<td>2017</td>
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</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Industrial (Residual) Tax Ratio 10 Year Comparison

Industrial (Residual) Tax Ratios

Year


2.5

2.0

1.5

1.0

0.5

0.0
### Description of Comparable Properties Used in the Analysis

- **Residential - Single Family Detached Home** - A detached three-bedroom single storey home with 1.5 bathrooms and a one car garage. Total area of the house is approximately 1,200 sq. ft. and the property is situated on a lot that is approximately 5,500 sq. ft. In smaller more rural municipalities it was sometimes necessary to use larger lot sizes. Comparison of taxes on a per household basis.

- **Residential—2 Storey** - A two storey, three bedroom home with 2.5 bathrooms, two car garage. Total area of the house is approximately 2,000 sq. ft. on a lot approximately 4,000—5,000 sq. ft. Comparison of taxes on a per household basis.

- **Residential – Senior Executive** - A two-storey, four or five bedroom home with three bathrooms, main floor family room plus atrium or library. A full unfinished basement and an attached two car garage. The house is approximately 3,000 sq. ft., with an approximate lot size of 6,700 sq. ft. Comparison of taxes on a per household basis.

- **Multi-Residential - Walk-up Apartment** - Multi-residential, more than six self-contained units but does not include row housing. Typically this type of property is older construction, two to four storeys high. Comparison of taxes on a per unit basis.

- **Multi-Residential - Mid/High-Rise Apartment** - Multi-residential, more than six self-contained units and four + storeys but does not include row housing. Comparison of taxes on a per unit basis.

- **Commercial - Neighbourhood Shopping Centre** - A neighbourhood shopping centre is typically the smallest type of center comprised of retail tenants that cater to everyday needs such as drugstores, convenience stores and hardware stores. Size varies from 4,000 to 100,000 square feet. Comparison of taxes on a per square foot of floor area.

- **Commercial - Office Building Class** - Selection was focused on buildings in prime locations within the municipality. Comparison of taxes on a per square foot of gross leasable area basis.

- **Commercial - Hotel** - Typically over 100 rooms. Comparison of taxes on a per suite basis.

- **Commercial - Motel** - Typically newer construction, franchised. Comparison of taxes on a per suite basis.

- **Industrial - Vacant Land** - Selection of properties were based on serviced land under 5 acres. Comparison of taxes on a per acre basis.

- **Industrial - Large Industrial** - Greater than 125,000 sq. ft. Comparison of taxes on a per square foot of floor area basis.

- **Industrial - Standard Industrial** - Under 125,000 sq. ft. in size typically characterized by newer construction and flexible design. Comparison of taxes on a per square foot of floor area basis.
EXECUTIVE SUMMARY

Administration reviews year-to-date revenues and expenditures and completes a forecast of the City’s financial position to year-end (December 31, 2019). The forecast is compared to the 2019 approved budget and presented to City Council.

As of March 31, 2019, Administration is projecting no significant variance for 2019 within tax-supported general municipal operations.

Administration is also projecting no significant variance within rate supported operations for Waterworks, Wastewater, Solid Waste, and Boater Services.

DISCUSSION

Variance reporting within each Department includes reviewing year-to-date actual results and projecting those results to year-end (December 31) focusing on the impact of the cyclical nature of some business areas within the Corporation. The projected year-end revenues and expenses are then compared to the approved 2019 Operating Budget. During the year, Departments project year-end revenues and expenditures, and develop an action plan to deal with any significant negative budget variances identified.

As per Budget Policy A0-03-07, between January 1, 2019 and March 31, 2019, the City Treasurer and the City Manager did not approve any appropriations that were not presented to City Council.
FINANCIAL IMPLICATION

Tax Supported Operations

As at March 31, 2019, Administration is projecting no significant year-end variance within tax-supported operations.

Although the overall variance is not significant, Administration provides the following information regarding the most significant drivers of the projected year-end variance:

- Infrastructure and Operations is projecting an unfavourable variance of $1.3 million in winter control costs. The Winter Control Reserve Fund has an uncommitted balance of $1.1 million that could be used to offset any negative variance at year end if required.

- The approved Ontario Municipal Partnership Funding (OMPF) grant was lower than estimated in the 2019 budget resulting in an unfavourable variance of $221,800.

These unfavourable variances are offset by favourable variances in the following areas:

- A favourable variance of $870,200 in the Thunder Bay District Social Services Administration Board levy.

- A favourable variance of $200,000 in corporate revenues primarily resulting from higher than anticipated penalties and interest on taxes.

- A favourable variance of $221,000 in insurance premiums.

- A favourable variance of $145,800 in WSIB expenditures.

- Thunder Bay Police Services is projecting a favourable variance of $61,100 resulting from favourable variances in wages, and other expenditures partially offset by revenue shortfalls.

Rate Supported Operations

Administration is projecting no significant variance within rate supported operations for Waterworks, Wastewater, Solid Waste, and Boater Services.
CONCLUSION

It is concluded that this Report should be received for information purposes, and that Administration will continue to closely monitor its operating results and develop action plans as required to achieve the Corporation’s overall 2019 Budget targets.

BACKGROUND

The Operating Budget for the fiscal year January 1, 2019 to December 31, 2019 was approved by City Council on February 11, 2019.

REFERENCE MATERIAL ATTACHED

None

PREPARED BY: Lauren Paradis, Manager – Budgets and Long Term Planning and Moira Gallagher – Budget and Planning Accountant

<table>
<thead>
<tr>
<th>THIS REPORT SIGNED AND VERIFIED BY:</th>
<th>DATE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. L. Evans, General Manager – Corporate Services &amp; Long-Term Care and City Treasurer</td>
<td>April 23, 2019</td>
</tr>
</tbody>
</table>
**Corporate Report**

**DEPARTMENT/DIVISION**
Corporate Services & Long Term Care - Financial Services

**REPORT NO.**
R 75/2019

**DATE PREPARED**
04/24/2019

**FILE NO.**

**MEETING DATE**
04/29/2019 (mm/dd/yyyy)

**SUBJECT**
2020 Proposed Budget Calendar

**RECOMMENDATION**

With respect to Report No. R 75/2019 (Corporate Services & Long Term Care - Financial Services), we recommend that the dates for Special Committee of the Whole meetings to deliberate the 2020 Capital and Operating Budgets for the City of Thunder Bay be approved in accordance with Attachment A - 2020 Budget Calendar;

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

**EXECUTIVE SUMMARY**

This Report identifies recommended timelines for the 2020 Budget Calendar, with the distribution of proposed Capital and Operating Budget documents to members of Council on December 23, 2019. Review of the 2020 Budget by the Committee of the Whole will commence on January 14, 2020, with budget ratification scheduled for February 10, 2020. These proposed timelines are consistent with the 2019 Budget Calendar.

**DISCUSSION**

**2020 Operating and Capital Budgets**

The recommended timelines for the Council review process for the 2020 Budget are provided in Attachment A to this Report. Distribution of proposed Capital and Operating Budget documents to members of Council is scheduled for December 23, 2019.

Included as part of the Budget review process is an Informal Question and Answer session with City Council scheduled for January 8, 2020. This session provides an opportunity for members of City Council to meet with Administration to have any questions or concerns answered relating to the proposed Capital and Operating Budgets.

The Long Term Financial Overview begins the budget review cycle and is also scheduled for January 8, 2020. This overview provides information about the City’s economic and fiscal environment, including significant future challenges and opportunities facing the City of
Thunder Bay, so that budget decisions can be made within the broader context of future expectations.

The Community Handbook and the 2020 proposed Operating and Capital Budgets will be available on the City of Thunder Bay website on January 3, 2020. Copies of the Handbook will also be available for viewing at City Hall and at the Brodie and Waverly Thunder Bay Public Library branches. The Community Handbook provides summary financial information and an opportunity for the public to provide comment.

The proposed budget calendar provides three more opportunities to involve the community in the budget process including: a Public Pre-Budget consultation session to be held in conjunction with the Public Open House for the 2019 – 2022 Corporate Strategic Plan (June 4, 2019), a Public Pre-Budget deputation meeting on January 9, 2020 prior to the start of Council deliberation and a Public Post-Budget deputation meeting on February 3, 2020 prior to budget ratification.

Council review of the Budget is scheduled for January 14, 16, 22, and 29, 2020. City Administration will be available to respond to questions related to the Operating and Capital Budgets.

Based on the proposed schedule, budget ratification is scheduled on February 10, 2020.

**FINANCIAL IMPLICATION**

There are no financial implications resulting from the recommendation contained in this Report.

**CONCLUSION**

It is concluded that the proposed 2020 budget calendar meets Legislative and Corporate requirements for early Budget approval, and should be approved.

**BACKGROUND**

As required under Section 290(1) of the Municipal Act, 2001, Council is to adopt estimates of all sums required during the year for the purposes of the municipality, and as such, Administration annually presents a recommended Capital and Operating Budget package to Committee of the Whole for consideration. It is necessary to establish dates for Special Committee of the Whole meetings to consider the 2020 Operating and Capital Budgets.

**REFERENCE MATERIAL ATTACHED:**

Attachment A - 2020 Budget Calendar
**PREPARED BY:** EMMA WESTOVER, ACTING MANAGER – BUDGETS AND LONG TERM PLANNING

<table>
<thead>
<tr>
<th>THIS REPORT SIGNED AND VERIFIED BY:</th>
<th>DATE:</th>
</tr>
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<tbody>
<tr>
<td>(NAME OF GENERAL MANAGER)</td>
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</table>

Linda Evans, GM Corporate Services & Long Term Care, City Treasurer

April 23, 2019
## 2020 Budget Calendar

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<tbody>
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<td>Budget Directions Report</td>
<td>See Note</td>
<td>July 2019</td>
</tr>
<tr>
<td>Public Pre-Budget Consultation</td>
<td>See Note</td>
<td>June 4, 2019</td>
</tr>
<tr>
<td>Budget Package (Operating and Capital) delivered to City Council, including tax facts sheet</td>
<td>Dec 20, 2018</td>
<td>Dec 23, 2019</td>
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<tr>
<td>Informal Question and Answer Session with Council (Operating and Capital)</td>
<td>Jan 8, 2019 3 – 5:30 pm</td>
<td>Jan 8, 2020 3 – 5:30 pm</td>
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<tr>
<td>Long Term Financial Overview</td>
<td>Jan 8, 2019 6:30 pm start</td>
<td>Jan 8, 2020 6:30 pm start</td>
</tr>
<tr>
<td>Public Pre-Budget Deputation Meeting</td>
<td>Jan 10, 2019 6:30 pm start</td>
<td>Jan 9, 2020 6:30 pm start</td>
</tr>
<tr>
<td>Council Budget Review</td>
<td>Jan 15, 17, 23, 30, 2019 5:30 pm start</td>
<td>Jan 14, 16, 22, 29, 2020 5:30 pm start</td>
</tr>
<tr>
<td>Public Post-Budget Deputation Meeting</td>
<td>Feb 4, 2019 (not in approved calendar)</td>
<td>Feb 3, 2020</td>
</tr>
<tr>
<td>Ratification by City Council</td>
<td>Feb 4, 2019 (Actual date Feb 11, 2019)</td>
<td>Feb 10, 2020</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2019 Final</th>
<th>2020 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Envelopes</td>
<td>April 27, 2018</td>
<td>May 2019</td>
</tr>
<tr>
<td>Capital Budget RAC Training</td>
<td>End of May – Early June, 2018</td>
<td>Early June, 2019</td>
</tr>
<tr>
<td>Capital Budget Packages submitted to Budget Office</td>
<td>July 27, 2018</td>
<td>July 26, 2019</td>
</tr>
<tr>
<td>Administrative Review of Capital Budgets</td>
<td>July 30 – Aug 20, 2018</td>
<td>July 29 – Aug 13, 2019</td>
</tr>
<tr>
<td>EMT Meetings on Capital Budget</td>
<td>Aug 21 – 30, 2018</td>
<td>Aug 14 – 22, 2019</td>
</tr>
<tr>
<td>Final Capital Budget packages submitted to Budget Office</td>
<td>Aug 31, 2018</td>
<td>Aug 30, 2019</td>
</tr>
</tbody>
</table>

Note: Not applicable in election year
## 2020 Budget Calendar

<table>
<thead>
<tr>
<th>Administrative Operating Budget Timelines</th>
<th>2019 Final</th>
<th>2020 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Budget RAC Refresher &amp; New User Training</td>
<td>End of May – Early June, 2018</td>
<td>Early June, 2019</td>
</tr>
<tr>
<td>Operating Budget Packages submitted to Budget Office</td>
<td>Sept 7, 2018</td>
<td>Sept 6, 2019</td>
</tr>
<tr>
<td>EMT Meetings on Operating Budget</td>
<td>Sept 26 – Oct 19, 2018</td>
<td>Oct 3 - 18, 2019</td>
</tr>
<tr>
<td>Final Operating Budget submitted to Budget Office</td>
<td>Oct 29, 2018</td>
<td>Oct 28, 2019</td>
</tr>
<tr>
<td>User Fee Schedules submitted to Budget Office</td>
<td>Oct 29, 2018</td>
<td>Oct 28, 2019</td>
</tr>
<tr>
<td>Department Overviews Finalized</td>
<td>Nov 5, 2018</td>
<td>Nov 4, 2019</td>
</tr>
<tr>
<td>Budget Team – Budget Packaged Budget Executive Summary Compilation, Drafting Corporate Report, Budget Decision Packages, Community Handbook, Long Term Financial Overview</td>
<td>Nov 5 – 27, 2018</td>
<td>Nov 4 – 26, 2019</td>
</tr>
<tr>
<td>Budget Books submitted to Print shop</td>
<td>Dec 12, 2018</td>
<td>Dec 13, 2019</td>
</tr>
<tr>
<td>Detailed Agendas for COW Meetings, Budget Fact Sheet and Community Handbook Finalized</td>
<td>Dec 18, 2018</td>
<td>Dec 20, 2019</td>
</tr>
<tr>
<td>Long Term Financial Overview Finalized</td>
<td>Dec 19, 2018</td>
<td>Dec 20, 2019</td>
</tr>
</tbody>
</table>
Corporate Report

**DEPARTMENT/DIVISION**
Development & Emergency Services - Thunder Bay Fire Rescue

**REPORT NO.**
R 66/2019

**DATE PREPARED**
04/16/2019

**FILE NO.**

**MEETING DATE**
04/29/2019 (mm/dd/yyyy)

**SUBJECT**
TBFR Strategic Plan

**RECOMMENDATION**

With respect to Report No. R 65/2019 (Thunder Bay Fire Rescue), we recommend that the Strategic Planning process for Thunder Bay Fire Rescue commence with Emergency Management & Training Inc being awarded the work as outlined in this Report;

AND that Appropriation Change Order No 5, as appended to this Report, be approved;

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

**EXECUTIVE SUMMARY**

The purpose of this report is to request that City Council approve the reallocation of $89,236.10 of capital funds carried over from last year in order to support the development of a new strategic plan for Thunder Bay Fire Rescue (TBFR).

**DISCUSSION**

The Strategic Plan for TBFR was time bound. It spanned the years 2012 to 2013. It is time for its renewal.

A Request for Proposals to undertake this work was issued on February 27, 2019. The proposal submission deadline was March 27, 2019. Proposals from five different consulting firms were received and reviewed by a steering committee with the assistance of Supply Management.

The proposal submitted by Emergency Management & Training Inc. scored the highest in the evaluation of the proposals by the steering committee. This firm is well qualified and has considerable experience doing similar work.
Funds had been approved in previous years to undertake various land use planning studies by the Planning Services Division. Due to other priorities and a lack of staff resources this work was not been undertaken and the funds were carried forward. It is recommended that these funds be used to pay for the TBFR strategic plan. In order to do so Appropriation Change Order No. 5 is appended to this Report as Attachment A; Administration seeks Council’s approval of this appropriation.

As various the land use planning studies are still required the funds needed for this work will be requested in future budgets.

**FINANCIAL IMPLICATION**

Appropriation Change Order No. 5 would redirect funds in the amount of $89,236.10 in support of the TBFR strategic plan development.

**CONCLUSION**

It is concluded that $89,236.10 should be reallocated from existing capital carry forward accounts as requested and that the TBFR strategic planning work commence.

**REFERENCE MATERIAL ATTACHED:**

ATTACHMENT A – APPROPRIATION CHANGE ORDER NO. 5

**PREPARED BY: MARK SMITH, GENERAL MANAGER – DEVELOPMENT & EMERGENCY SERVICES**

<table>
<thead>
<tr>
<th>THIS REPORT SIGNED AND VERIFIED BY:</th>
<th>DATE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>(NAME OF GENERAL MANAGER)</td>
<td>April 24, 2019</td>
</tr>
<tr>
<td>Mark Smith, General Manager – Development &amp; Emergency Services</td>
<td></td>
</tr>
</tbody>
</table>
The City of Thunder Bay

REQUEST FOR APPROPRIATION CHANGE
REQUEST FOR ADDITIONAL APPROPRIATION

<table>
<thead>
<tr>
<th>WBS ELEMENT</th>
<th>DESCRIPTION</th>
<th>BUDGET AVAILABLE</th>
<th>INCREASE</th>
<th>DECREASE</th>
<th>ADMIN USE</th>
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</thead>
<tbody>
<tr>
<td>DEV-PLN-170001-01-01</td>
<td>Planning Studies</td>
<td>100,000</td>
<td>89,236</td>
<td>4.4</td>
<td>76</td>
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<tr>
<td>New WBS - TBD</td>
<td>TBFR Strategic Plan</td>
<td>89,236</td>
<td></td>
<td>4.7</td>
<td>76</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EFFECT ON LEVEL OF SERVICE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>DECREASE</td>
</tr>
<tr>
<td>x</td>
</tr>
</tbody>
</table>

EXPLANATIONS/REASONS:
To use capital funds carried forward from 2017 for Planning Studies to fund the Thunder Bay Fire Rescue Strategic Plan as per Corporate Report # 66/2019.

DATE: 12/04/2019

PREPARED BY: Lisa Richardson
REVIEWED BY: Mark Smith

VERIFIED BY: Moira Gallagher, CPA, CMA
FINANCE:
Budget & Planning Accountant
Corporate Services & Long Term Care Department

COMMITTEE OF THE WHOLE
APPROVED
NOT APPROVED
DATE:
RECOMMENDATION

With respect to Report No R 56/2019 (City Manager’s Office - Office of the City Clerk), we recommend that the Terms of Reference for the Community Communications Committee, as appended to this Report as Attachment A, be approved;

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

EXECUTIVE SUMMARY

The Terms of Reference set out the key objectives of and the scope of work for the Community Communications Committee.

At the Thursday, April 11, 2019 meeting of the Community Communications Committee, the proposed revisions to the Terms of Reference were approved for presentation to Committee of the Whole.

The Community Communications Committee is recommending that the previous Terms of Reference, as set out in Report No. R 15/2016 (City Manager’s Office - Office of the City Clerk) and appended to this Report as Attachment B, be replaced by those appended to this Report as Attachment A.

DISCUSSION

Committees of Council are required to review their Terms of Reference annually and update as necessary. At the Community Communications Committee meeting on Thursday, April 11, 2019 the Terms of Reference were reviewed.

The Committee composition was changed to add two voting member Citizen Appointees. Preference will be given for Citizen Appointees who bring diversity to the Committee including but not limited to age (from youth to young adults to older adults), race, culture, experience.
Minor changes were made to the language of the timelines section. The revised timelines of the Community Communications Committee are:

The Committee will meet on a bimonthly basis in accordance with the calendar of meeting dates for the year, or at the call of the Chair. The calendar of meeting dates shall be approved by Committee on an annual basis.

FINANCIAL IMPLICATION

There are no financial implications associated with this report.

CONCLUSION

It is concluded that the Terms of Reference of the Community Communications Committee have been appropriately revised by the Committee and should be approved.

BACKGROUND

Following the work of the Ad Hoc Committee on Community Communications, established in 2004, City Council accepted a recommendation to establish an advisory committee on communications.

The Community Communications Committee is recommending that the previous Terms of Reference, as set out in Report No. R 15/2016 (City Manager’s Office - Office of the City Clerk) and appended to this Report as Attachment B, be replaced by those appended to this Report as Attachment A.

REFERENCE MATERIAL ATTACHED

Attachment A – Proposed Community Communications Committee – Terms of Reference

Attachment B – Current Community Communications Committee – Terms of Reference

PREPARED BY: Ms. L. Lavoie, Committee Coordinator

<table>
<thead>
<tr>
<th>THIS REPORT SIGNED AND VERIFIED BY: (NAME OF GENERAL MANAGER)</th>
<th>DATE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORM GALE, CITY MANAGER</td>
<td>April 23, 2019</td>
</tr>
</tbody>
</table>
TERMS OF REFERENCE
COMMUNITY COMMUNICATIONS COMMITTEE
(Updated April 11, 2019)

Name of Committee:
Community Communications Committee

Background:
Following the work of the Ad Hoc Committee on Community Communications, established in 2004, City Council accepted a recommendation to establish an advisory committee on communications.

Objectives:
1. To review, with input from Administration, the Corporate external communication policies, strategies for major initiatives, programs and tools, including the website.
2. To provide input into the development of a Community Communications Plan for the term of Council, for Council’s consideration.
3. To work with Members of Administration in establishing criteria by which the success of the community plan may be assessed. Such criteria may include costs of production and distribution, and response by the community.
4. To provide Council’s input into the Reports to Citizens through discussions with Administration, on the development of plans for the Report, its general content, purpose and design.
5. To submit through its minutes and such reports as are deemed necessary ongoing information and recommendations to Committee of the Whole on these matters.

Resources and Finances:
All expenditures proposed by the Committee shall first be approved by City Council. Any financial requirement should be identified when possible prior to the approval of the annual operating budget by Council and included in the Corporate Strategic Services or Council Initiatives budgets, as appropriate. The Committee will be supported by City Administration through the Corporate Strategic Services Division, with general clerical support being provided by the Office of the City Clerk.

Membership and Responsibilities:
The Committee will be comprised of the following six (6) voting members, to be appointed for the term of Council:

- Four (4) Council Appointees
- Two (2) Citizen Appointees

And such non-voting members of Administration as the City Manager deems necessary.
Preference will be given for Citizen Appointees who bring diversity to the Committee.

Other Members of Council or Administration, may attend and participate with the permission of the Chair, in discussions and debates on matters before the Committee, and provide information, advice and assistance to the Committee, but shall not vote at the meeting.

Voting on motions and questions before the Committee shall be in accordance with the procedural rules of Council. The Committee Chair and Vice-Chair will be selected annually from within the voting Committee members.

The City Clerk will act as Clerk to the Committee, and will provide administrative support including co-ordinating the distribution of agendas and minutes, correspondence to and on behalf of members, and booking of meeting rooms etc.

**Governance:**

The Committee reports to City Council through the Office of the City Clerk.

A quorum of members present to conduct business at a Community Communications meeting is a simple majority of filled voting member positions. Each of the six appointed voting members is entitled to one vote at Committee meetings.

The Committee’s terms of Reference will be reviewed annually and, if changes are made, returned to Council for approval.

**Timelines:**

The Committee will meet on a bimonthly basis in accordance with the calendar of meeting dates for the year, or at the call of the Chair. The calendar of meeting dates shall be approved by Committee on an annual basis.

This is an on-going Committee.

**Contact:**

Ms. K. Lewis, Director – Corporate Strategic Services  
Email: klewis@thunderbay.ca  
Phone: (807) 625-3859

Or

Committee Coordinator – Office of the City Clerk  
Phone: (807) 625-2230
Name of Committee:

Community Communications Committee

Background:

Following the work of the Ad Hoc Committee on Community Communications, established in 2004, City Council accepted a recommendation to establish an advisory committee on communications.

Objectives:

1. To review, with input from Administration, the Corporate external communication policies, strategies for major initiatives, programs and tools, including the web site.
2. To provide input into the development of a Community Communications Plan for the term of Council, for Council’s consideration.
3. To work with Members of Administration in establishing criteria by which the success of the community plan may be assessed. Such criteria may include costs of production and distribution, and response by the community.
4. To provide Council’s input into the Reports to Citizens through discussions with Administration, on the development of plans for the Report, its general content, purpose and design.
5. To submit through its minutes and such reports as are deemed necessary ongoing information and recommendations to Committee of the Whole on these matters.

Resources and Finances:

All expenditures proposed by the Committee shall first be approved by City Council. Any financial requirement should be identified when possible prior to the approval of the annual operating budget by Council and included in the Corporate Strategic Services or Council Initiatives budgets, as appropriate. The Committee will be supported by City Administration through the Corporate Strategic Services Division, with general clerical support being provided by the Office of the City Clerk.

Membership and Responsibilities:

The Committee will be comprised of four (4) Members of Council, to be appointed for the term of Council, and such members of Administration as the City Manager deems necessary.
Other Members of Council or Administration, may attend and participate with the permission of the Chair, in discussions and debates on matters before the Committee, and provide information, advice and assistance to the Committee, but shall not vote at the meeting.

Voting on motions and questions before the Committee shall be in accordance with the procedural rules of Council. The Committee Chair and Vice-Chair will be selected annually from within the voting Committee members.

The City Clerk will act as Clerk to the Committee, and will provide administrative support including co-ordinating the distribution of agendas and minutes, correspondence to and on behalf of members, and booking of meeting rooms etc.

**Governance:**

The Committee reports to City Council through the Office of the City Clerk.

A quorum of members present to conduct business at a Community Communications meeting is three of the four appointed members. Each of the four appointed members is entitled to one vote at Committee meetings.

The Committee’s terms of Reference will be reviewed annually and, if changes are made, returned to Council for approval.

**Timelines:**

The Committee will meet the second Tuesday of each month or at the call of the Chair.

This is an on-going Committee.

**Contact:**

Ms. K. Lewis, Director – Corporate Strategic Services
Email: klewis@thunderbay.ca
Phone: (807) 625-3857

Or

Mr. G. Stover, Committee Coordinator – Office of the City Clerk
Email: gstover@thunderbay.ca
Phone: (807) 625-2897
RECOMMENDATION

For information only.

EXECUTIVE SUMMARY

This Report presents a review of the 2018 Municipal & School Board elections and focuses in particular on the introduction of, and response to, Internet & Telephone voting in the elections.

The 2018 Municipal & School Board Elections were delivered with no significant issues or concerns and within budget. Of significance was the introduction of Internet & Telephone voting as a new method of voting in Thunder Bay elections. This method proved very popular with voters, with 63% of voters casting their ballots remotely, and the vast majority of those using the Internet. A review of the voter turnout data demonstrates that Internet voting was used by voters of all age groups.

Notwithstanding the use of Internet & Telephone voting many voters still voted in person, either in advance or on Election Day, in strong numbers. Administration is of the view that future elections should continue to offer both remote voting and in-person paper balloting to voters.

DISCUSSION

Internet & Telephone Voting

Municipal & School Board Elections are administered under the authority of the Ontario Municipal Elections Act, RSO 1996 (the Act) with the City Clerk responsible for conducting the Elections, as provided for in Section 11 of the Act. Under the Act most elements of any election are within the authority of the City Clerk but there are still some matters where the authority for a decision rests with City Council. With respect to the conduct of the 2018 Municipal & School Board Elections this included the determination of the method of election. In 2015 City Council
resolved to authorize the use of Internet & Telephone voting (also referred to as remote voting) under a motion that reads as follows:

“With respect to the method of voting used in elections in the City of Thunder Bay, for Council and School Boards, we recommend that City Council authorize the use of Internet/telephone voting for future elections and by-elections;”

This decision led to a different approach in conducting the Elections in 2018 than taken in prior elections. Plans were developed and implemented for a public education campaign to introduce the public to Internet & Telephone, explaining the steps voters would take to vote using either method, and added efforts were made to enhance the accuracy of the voters list in support of remote voting. As well, in anticipation of the uptake of remote voting, the number of polling stations operated on Election Day was reduced roughly by half from 27 to 13. Advance voting also saw significant change with remote voting starting with the opening of Advance Polls on October 9th, but remote voting continued to be available 24 hours a day through to the close of polls at 8:00 p.m. on Election Day October 22nd.

In support of the use of Internet & Telephone voting 4 staff were engaged, for the first time, to support an Election Helpline that was set up to take voters calls with inquiries about their eligibility to vote (ie. whether or not they were on the Voters List or required changes to their information on the List) but especially to assist those voters with questions about remote voting. This proved very effective in responding to voter’s questions and concerns, and feedback from callers demonstrated their appreciation of the service. However given the volume of calls handled the helpline service may benefit from an expansion to perhaps 6 operators during peak periods in future elections.

The reduction of polling stations did not result in any issues, such as long lines or delays in the voting process at the polls. As anticipated the uptake of remote voting shifted the majority of voters away from the physical polls. At all of the polls the distribution of voters was relatively evenly spread out through the day and there were no evening ‘rushes’ to the polls as has been experienced in the past. While each of the polls were typically busier in the first hour or two of voting on Election Day the table below with data from the 55+ Centre illustrates well the experience realized across the City.

<table>
<thead>
<tr>
<th>Red River 55+ on October 22, 2018</th>
<th>Number of Voters in person</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00</td>
<td>125</td>
</tr>
<tr>
<td>11:00</td>
<td>136</td>
</tr>
<tr>
<td>12:00</td>
<td>104</td>
</tr>
<tr>
<td>1:00</td>
<td>85</td>
</tr>
<tr>
<td>2:00</td>
<td>98</td>
</tr>
</tbody>
</table>
This even distribution can in large part be attributed to use of Internet & Telephone voting, with 63% of voters casting their ballots remotely, but more so to the number of voters that voted before Election Day - where voter turnout reached 50% of anticipated voters a full 10 hours before polls opened on Election Day.

### Voter Turnout

Overall Voter Turnout for the 2018 Municipal & School Board elections reached 51%, the historical average for elections in Thunder Bay since 1970. The final count of voters that cast a ballot was 41,361 with 23,851 voting over the Internet, 15,408 in person, and 2,101 by telephone. There were 81,097 voters eligible.

It is often speculated that younger voters would be more likely to vote over the Internet than would be older voters. The experience from the 2018 Municipal & School Board elections might lend some support to that notion as the turnout amongst voters aged 18-34 rose from 26% in 2014 to 32% in 2018. However it was not only younger voters with whom remote voting proved popular. Across all ages from 18-69 more voters voted over the Internet than did in person – 20,698 vs 11,413. And while more voters 70 years old and over voted in person there were still a significant number that voted online or by telephone.

<table>
<thead>
<tr>
<th>Age of Voter</th>
<th>70-74</th>
<th>75-79</th>
<th>80-84</th>
<th>85-89</th>
<th>90-94</th>
<th>95-99</th>
<th>100+</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td># voted remotely</td>
<td>1,530</td>
<td>803</td>
<td>443</td>
<td>249</td>
<td>98</td>
<td>27</td>
<td>3</td>
<td>3,153</td>
</tr>
<tr>
<td># voted in person</td>
<td>2,046</td>
<td>1,689</td>
<td>1,208</td>
<td>698</td>
<td>276</td>
<td>54</td>
<td>18</td>
<td>5,975</td>
</tr>
</tbody>
</table>

In general the response to remote voting was very positive with many anecdotal comments shared with election officials about its convenience, ease of use and speed in voting. Calls and messages were received from those that voted at some distance from Thunder Bay including Spain, Columbia and various locations in Canada and the United States. More on voter response can be found below in a review of the post-election survey.

### Telephone Voting

While Telephone voting was the voting channel least used by voters it does provide the opportunity to vote remotely for those that either lack access to an Internet connected device or live/work in a location to which Internet service may not be as robust as in others. Some voters
did encounter some difficulties with voting on the telephone, which when served by the Helpline operators seem to stem from not having well understood the instructions provided by the automated system. This arose most often with the multiple winner races (At-large Councillors and School Boards) and so Administration has suggested some changes to the vendor for the wording of the script for these races to better assist voters.

**Election Results Reporting**

There had been some commentary in local media about perceived delays in the reporting of results on Election Day; some even suggesting that this somehow was an indication of a failure of systems or other reasons for concern. To be clear results were, and will be in the future, displayed and provided to the public when and only when the City Clerk is satisfied that they accurately reflect the tabulation of the ballots cast during the election.

Results in the 2018 Municipal & School Board Elections arose from 2 sources, the ballots cast in person, during advance voting and on Election Day, and those cast remotely during the voting period. In the case of the former results are recorded on memory storage devices (‘thumb drives’) that are installed in the Electronic Vote Tabulators. At the close of polls a specific routine for closing the polls, including the Tabulators, must be followed at each poll including printing a hard copy of the results at each poll. Ballot counts and other paperwork must be completed and verified before the poll manager, together with the Tabulator operator bring the equipment and related paperwork to City Hall. The thumb drives are then loaded into a results computer (isolated from any network or internet connections) and the data downloaded and displayed. That display is then compared to the hard copy results tape printed at the poll as a verification step.

With remote voting both Internet and Telephone voting closed at 8:00 pm, but as with physical polling stations any voters still in the process of voting were allowed to continue to do so. By 8:10 all voters had exited the systems and results tabulation commenced. This process started with the City Clerk and the Auditor logging into the voting software each using distinct passwords and initiating the decryption of voting results. The decryption process itself takes 15-20 minutes but was delayed further as the computer in use ‘froze’ requiring a restart, adding 10 minutes or more to the process.

With both sets of results in hand, keeping in mind that the polling station results were received only as election staff delivered their materials to the Elections Office, result data was manually transferred to a spreadsheet in preparation for loading to a table to be displayed on the election website. As numbers were transferred a second operator reviewed and verified each entry to ensure an accurate display of the results.

**Integrity of the Election**

The administration of any election is, first and foremost, concerned with a fair and equitable election to which all eligible electors have access to and the ability to vote in. That includes
employing such systems and methods as may be available to achieve that objective while also maintaining the principle of secrecy of the ballot.

In the 2018 Municipal & School Board Elections technology played a key role in various aspects of delivering the Elections: from the tbayvotes.ca website, to the Voter’s List, remote voting and electronic vote tabulators. This demands that each system and application be rigorously tested, certified and audited so that voters, candidates and administrators can depend on the technology performing as it is expected to with the security and integrity of the voting process at its core.

The steps to verify the systems employed included:

• Certification of penetration testing of Internet & Telephone voting systems
• Auditing, by a 3rd party auditor, of Internet & Telephone voting systems before, during and after the election
• Certification of and logistical & accuracy testing of all electronic vote tabulators deployed for the election

The 3rd party auditor of the Internet & Telephone voting systems was Sencia Canada Ltd. The auditor’s report is appended to this Report as Attachment A.

No errors were found in the audit of the systems and no anomalies in the system performance were observed or reported.

The use of Electronic Vote Tabulators and Internet & Telephone Voting during the elections followed precisely the procedures that were in place as of December 31, 2017, and were available for public review from that date.

The City Clerk has full confidence that the technologies deployed in the 2018 Municipal & School Board Elections performed as designed and contracted for, and has full confidence in the results of the Elections as certified on October 24, 2018.

**Voters List**

A critical tool in any election is the Voters List, which in Ontario is provided to municipalities by the Municipal Property Assessment Corporation (MPAC). In past elections the accuracy of the Voters List has left much to be desired and has presented considerable challenges to administering the election and ensuring that all that are eligible to vote are identified as such. During the 2014 elections over 22,000 changes were made to the Thunder Bay Voters List, representing more than 25% of the list in total. For 2018 a significant improvement was realized with 9,777 changes made, but those changes still require time and resources and impact electors directly. In a recent presentation by the City of Toronto on their elections it was learned that the City of Toronto had reached an agreement with Elections Ontario for access to its Voters List and this contributed to a much improved list for the Toronto elections. Discussions will be underway soon seeking similar data agreements for all municipalities in Ontario looking toward the 2022 elections.
One of the concerns voiced over the use of Internet and Telephone voting, and it arises directly from the Voters List, is the receipt of voter notification letters for adult children by their parents where the adult child no longer lives in the family home. It is suggested that integrity of the election is weakened by the risk that parents receiving such notices could vote the child’s ballot. And yes that could happen.

However this vulnerability is not new in elections; for many years vote-by-mail processes have been employed across Canada typically where a municipality has either a large number of non-resident electors or resident electors are spread across a wide geographic area, or both. In many vote-by-mail systems anyone receiving a mail-in ballot could execute the ballot. It is a matter of balancing risk against benefit.

In deploying remote voting in 2018 the City of Thunder Bay was able to dramatically increase the accessibility of the election for all, provide over 3,000 non-resident voters the ability to participate in the election (when in prior elections most could not) and those away from the community for work, school or travel could also vote. On the risk side the Elections Office received many calls, and visits, from parents that received their adult child’s voter notification letter, seeking to correct the list or re-direct the letter. Indeed many adult children contacted the Office directly to correct their own information. While people could violate the Act and cast a ballot they should not, there is a demonstrated understanding and respect for the electoral process in the face of that risk. There is no way to determine how many letters for adult children were misdirected and no means to identify if a vote was improperly cast, except in rare circumstances. In the end it is the accuracy of the Voters List that election administration depends upon and is why particular effort is made at each election to correct the List as best can be achieved.

**Post-Election Survey**

Electors that voted over the Internet were invited to participate in a survey after they finished casting their ballots. The survey was conducted by Professor Nicole Goodman of the Universities of Toronto and Brock and who is the Executive Director of the Center for e-Democracy, in support of her Internet Voting Project which was begun with the 2014 election and involved many of the 204 municipalities using Internet voting in 2018. The survey asked voters how they heard about Internet voting, why they chose to use it and their experience in doing so. The response from Thunder Bay voters was very positive with 36% of those voting participating in the survey. The following comment was made by Dr. Goodman in regards to the Thunder Bay survey:

“The participation rate is stellar. We often see rates in the 7-17% range, which are considered good and yours is almost 36%! To me, this is an indication that you have a participatory community and that people wanted to share their thoughts on online voting. You also have an overall satisfaction rate of 98% (grouping fairly and very satisfied categories). This is slightly higher than online voting studies, and many of the other municipalities that took part, and about 8-10% higher than most reviews of paper ballots. We really don't see rates higher than this, so this is a testament to reading your electorate and how you ran the election.”
The full results of the Thunder Bay survey responses are appended as Attachment B to this Report. Dr. Goodman’s report on the province wide survey is expected later this year.

**FINANCIAL IMPLICATION**

There are no financial implications to this Report.

**CONCLUSION**

It is concluded that Internet & Telephone voting together with in-person paper balloting, supported by Electronic Vote Tabulators, should continue to be employed in future elections and by-elections.

**BACKGROUND**

None.

**REFERENCE MATERIAL ATTACHED:**

Attachment A – Internal Audit Report
Attachment B – Post Election Survey Report

**PREPARED BY: JOHN HANNAM, CITY CLERK**

<table>
<thead>
<tr>
<th>THIS REPORT SIGNED AND VERIFIED BY:</th>
<th>DATE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>(NAME OF GENERAL MANAGER)</td>
<td></td>
</tr>
<tr>
<td>Norm Gale, City Manager</td>
<td>April 24, 2019</td>
</tr>
</tbody>
</table>
## List of Events

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept 14, 2018</td>
<td>Training done on the InteliVote System</td>
</tr>
<tr>
<td>Sept 19, 2018</td>
<td>Simulation Testing Commenced</td>
</tr>
<tr>
<td>Sept 19, 2018</td>
<td>Completed testing and sent bugs</td>
</tr>
<tr>
<td>Sept 24, 2019</td>
<td>Confirmed bugs have been fixed.</td>
</tr>
<tr>
<td>Oct 4, 2018</td>
<td>Election Audit Credentials issued and tested.</td>
</tr>
<tr>
<td>Oct 7, 2018</td>
<td>Casting Audit Ballots with Success via online and telephone</td>
</tr>
<tr>
<td>Oct 8, 2018</td>
<td>Casting Audit Ballots with Success via online and telephone</td>
</tr>
<tr>
<td>Oct 9, 2018</td>
<td>Tested access before 10am and I was not able to vote - Success</td>
</tr>
<tr>
<td>Oct 9, 2018</td>
<td>Tested access after 10am and I was able to vote online and telephone - Success</td>
</tr>
<tr>
<td>Oct 9, 2018</td>
<td>Location Audit; Wheelchair Accessible? - yes</td>
</tr>
<tr>
<td>Oct 10, 2018</td>
<td>Tested access I was able to vote online and telephone - Success</td>
</tr>
<tr>
<td>Oct 11, 2018</td>
<td>Location Audit – Single Location Wheelchair Accessible? - yes</td>
</tr>
<tr>
<td>Oct 11, 2018</td>
<td>Tested access I was able to vote online and telephone - Success</td>
</tr>
<tr>
<td>Oct 12, 2018</td>
<td>Location Audit – Single Location Wheelchair Accessible? - yes</td>
</tr>
<tr>
<td>Oct 12, 2018</td>
<td>Tested access I was able to vote online and telephone – Success</td>
</tr>
<tr>
<td>Oct 13, 2018</td>
<td>Tested access I was able to vote online and telephone – Success</td>
</tr>
<tr>
<td>Oct 14, 2018</td>
<td>Tested access I was able to vote online and telephone – Success</td>
</tr>
<tr>
<td>Oct 15, 2018</td>
<td>Tested access I was able to vote online and telephone – Success</td>
</tr>
<tr>
<td>Oct 16, 2018</td>
<td>Tested access I was able to vote online and telephone – Success</td>
</tr>
<tr>
<td>Oct 17, 2018</td>
<td>Tested access I was able to vote online and telephone – Success</td>
</tr>
<tr>
<td>Oct 18, 2018</td>
<td>Tested access I was able to vote online and telephone – Success</td>
</tr>
<tr>
<td>Oct 19, 2018</td>
<td>Tested access I was able to vote online and telephone – Success</td>
</tr>
<tr>
<td>Oct 20, 2018</td>
<td>Tested access I was able to vote online and telephone – Success</td>
</tr>
<tr>
<td>Oct 21, 2018</td>
<td>Tested access I was able to vote online and telephone – Success</td>
</tr>
<tr>
<td>Oct 22, 2018</td>
<td>Location Audit – All locations Wheelchair Accessible? - yes</td>
</tr>
<tr>
<td></td>
<td>Safe no wires in the way? - yes</td>
</tr>
<tr>
<td></td>
<td>Staff available to help? - yes</td>
</tr>
<tr>
<td></td>
<td>eVote stations available? – yes</td>
</tr>
<tr>
<td></td>
<td>eVote stations staff to help? - yes</td>
</tr>
</tbody>
</table>
Morning John and Colleagues,

Hope you are doing well and happy holidays! Please find attached a copy of the Internet Voting Study's unique report for Thunder Bay. I also attach an excel file with any open ended responses. If you'd like any additional materials or information, or if you have any questions, please let me know.

The participation rate is stellar. We often see rates in the 7-17% range, which are considered good and yours is almost 36%!! To me, this is an indication that you have a participatory community and that people wanted to share their thoughts on online voting. You also have an overall satisfaction rate of 98% (grouping fairly and very satisfied categories). This is slightly higher than online voting studies, and many of the other municipalities that took part, and about 8-10% higher than most reviews of paper ballots. We really don't see rates higher than this, so this is a testament to reading your electorate and how you ran the election.

The longer report will be prepared shortly and should be ready in the summer. You will receive an advance copy. If you'd like an early copy of the topline results for all communities please let me know.

Thank you for supporting this research. As I mentioned, this set history as the largest election study ever done in Canada. If you have any questions at any time, please don't hesitate to reach out.

Nicole

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