



AGENDA MATERIAL

COMMITTEE OF THE WHOLE

MEETING DATE: MONDAY, NOVEMBER 25, 2019

LOCATION: S. H. BLAKE MEMORIAL AUDITORIUM
(Council Chambers)

TIME: 6:30 P.M.



MEETING: Committee of the Whole

DATE: November 25, 2019

Reference No. COW - 49/50

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

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

DISCLOSURES OF INTEREST

CONFIRMATION OF AGENDA

Confirmation of Agenda - November 25, 2019 - Committee of the Whole **(Page 8)**

With respect to the November 25, 2019 Committee of the Whole meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

PRESENTATIONS

Thunder Bay Police - Policing in the Community (Page 9)

Chief S. Hauth, Thunder Bay Police Service, to provide a presentation relative to the above noted.

DEPUTATIONS

Provincial Employment Services Transformation - Service Systems Manager (Page 10 - 12)

Deputation request received from M. Richardson on October 10, 2019 requesting to appear before Committee with respect to Provincial Employment Services Transformation - Service Systems Manager.

Thunder Bay +Area Food Strategy (Page 13 - 14)

Deputation request received from K. Kurk, MSW, Thunder Bay + Area Food Strategy Coordinator, dated September 26, 2019 requesting to appear before Committee with respect to Thunder Bay +Area Food Strategy seed funding.

REPORTS OF COMMITTEES

Official Recognition Committee Minutes (Pages 15 - 19)

Minutes of Meeting No. 6-2019 of the Official Recognition Committee Citizens of Exceptional Achievement held on September 9, 2019, for information.

50th Anniversary Celebration Steering Committee Minutes (Pages 20 - 25)

Minutes of Meeting No. 08-2019 of the 50th Anniversary Celebration Steering Committee held on September 27, 2019, for information.

Crime Prevention Council Minutes (Pages 26 -32)

Minutes of Meeting No. 05-2019 of the Crime Prevention Council held on September 18, 2019, for information.

Anti-Racism & Respect Advisory Committee Minutes (Pages 33 -37)

Minutes of Meeting No. 05-2019 of the Anti-Racism & Respect Advisory Committee held on September 30, 2019, for information.

Inter-Governmental Affairs Committee Minutes (Pages 38 - 45)

Minutes of Meetings No. 09-2019 and Meeting No 10-2019 of the Inter-Governmental Affairs Committee held on September 9, 2019 and October 21, 2019 respectively, for information.

REPORTS OF MUNICIPAL OFFICERS

City of Thunder Bay Strategic Plan (Pages 46 - 123)

At the October 28, 2019 Committee of the Whole (Administration Session), the Deputy City Clerk advised that this item was withdrawn from the agenda by Administration and would be presented at a later date.

Report No. R 72/2019 (City Manager's Office - Corporate Strategic Services) recommending that the "2019-2022 City of Thunder Bay Strategic Plan" be adopted by City Council, re-presented.

Memorandum dated November 7, 2019, from Ms. K. Lewis, Director – Corporate Strategic Services, requesting to make a presentation relative to the above noted.

With respect to Report No. R 72/2019 (City Manager's Office - Corporate Strategic Services), we recommend that Council approve for adoption the "2019-2022 City of Thunder Bay Corporate Strategic Plan;"

AND THAT the "2019-2022 City of Thunder Bay Corporate Strategic Plan" be published on the City's website and available for viewing at City Hall and the Public Library;

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

Community Partnership Funding (Pages 124 - 134)

Report No. 135/2019 (Corporate Services & Long Term Care - Financial Services) seeks approval from City Council to provide funding of \$37,861 to Community Clothing Assistance, and \$71,017 to The Friends of Chippewa Park toward projects eligible under the Community Partnership Grant.

With respect to Report No. 135/2019 (Corporate Services & Long Term Care – Financial Services) we recommend that City Council approve funding in the amount of \$37,861 for Community Clothing Assistance pursuant to an application submitted under the Community Partnership Program;

AND THAT the funding to Community Clothing Assistance be contingent on securing the balance of the required funding for the Project from the sources identified in the application;

AND THAT City Council approve funding in the amount of \$71,017 for The Friends of Chippewa Park pursuant to an application submitted under the Community Partnership Program;

AND THAT the funding to The Friends of Chippewa Park be contingent on securing the balance of the required funding for the Project from the sources identified in the application;

AND THAT The City of Thunder Bay enter into formal partnership agreements with Community Clothing Assistance and The Friends of Chippewa Park in accordance with the requirements of the Community Partnership Policy;

AND THAT the Mayor and Clerk be authorized to execute the contracts in the form and content satisfactory to the City Solicitor and City Treasurer;

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

Terms of Reference - Anti-Racism & Respect Advisory Committee (Pages 135 - 149)

Report No. R 160/2019 (City Manager's Office - Office of the City Clerk) recommending that the Terms of Reference for the Anti-Racism & Respect Advisory Committee, as appended to this Report, be adopted to replace the current Terms of Reference.

With respect to Report No. R 160/2019 (City Manager's Office – Office of the City Clerk), we recommend that the Terms of Reference for the Anti-Racism & Respect Advisory Committee, as appended to this Report, be adopted;

AND THAT the Committee's recommendations, as appended to this Report, be received for Council's consideration;

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

Tbaytel Board Recommendation (Pages 150 - 151)

Report No. R 163/2019 (Corporate Services & Long Term Care) recommending changes to the Tbaytel Board Member qualifications.

With respect to Report R 163/2019 (Corporate Services and Long Term Care) we recommend that By-law 257-2004 be amended to provide that for the period January 1, 2020 to June 30, 2022, the Tbaytel Board member composition include a minimum of three (3) voting members eligible to run for Council for Thunder Bay

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

Unsuccessful Tax Sale Properties (Pages 152 - 176)

Report No. R 167/2019 (Corporate Services and Long Term Care - Revenue) recommends that taxes be written off as uncollectible for the properties that did not sell in the 2019 tax sale.

Confidential Memorandum from Ms. K. Cannon, Director - Revenue, dated October 30, 2019 relative to the above noted, was distributed separately to Members of Council and EMT only on Monday, November 18, 2019.

With respect to Report No. 167/2019 (Revenue) we recommend that taxes be written off as uncollectible for the properties that did not sell in the 2019 tax sale as follows:

<u>Roll Number</u>	<u>Address</u>	<u>Balance at October 31, 2019</u>
01.001.05500.0000	235-237 Red River Road	\$109,429.61
01.008.05900.0000	61 Court Street South	\$33,589.19
03.108.05115.0000	Lynda Avenue	\$2,762.57
03.108.39400.0000	2100 Baker Avenue	\$15,238.56
03.109.15841.0000	4335 Willard Avenue	\$2,883.53
04.125.01400.0000	300 Finlayson Street	\$25,008.00

04.173.15900.0000	811 105 th Street	\$2,909.71
04.173.32400.0000	832 110 th Street	\$2,968.18
04.183.08000.0000	1418 Moodie Street East	\$11,789.04
04.230.07900.0000	1101 Frederica Street West	\$126,014.92

AND THAT Administration be authorized to enter into agreements with the Crown relative to any Crown liens registered against the properties.

AND THAT upon entering into agreements with the Crown relative to any Crown liens, the City Treasurer vest the following properties in the name of the municipality being properties having a low environmental risk and that the properties be retained by the municipality for municipal purposes:

<u>Roll Number</u>	<u>Address</u>
03.108.05115.0000	Lynda Avenue
03.108.39400.0000	2100 Baker Avenue
03.109.15841.0000	4335 Willard Avenue
04.173.15900.0000	811 105 th Street
04.173.32400.0000	832 110 th Street

AND THAT upon entering into agreements with the Crown relative to any Crown liens, the City Treasurer vest the following properties in the name of the municipality, having low environmental risk and that the properties be declared surplus to municipal needs and advertised for sale immediately in an “as is” “where is” condition on the open market:

<u>Roll Number</u>	<u>Address</u>
01.001.05500.0000	235-237 Red River Road
01.008.05900.0000	61 Court Street South
04.125.01400.0000	300 Finlayson Street
04.183.08000.0000	1418 Moodie Street East
04.230.07900.0000	1101 Frederica Street West

AND THAT immediately upon the vesting of properties, Administration take the appropriate steps to manage all risks associated with ownership of the properties.

AND THAT the General Manager of Development and Emergency Services be authorized to execute all required documentation with respect to the sale of the properties in a content and form satisfactory to the Manager of Realty Services and the City Solicitor respectively;

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

Application for Cancellation, Reduction Or Refund of Taxes Under Section 357 Of The Municipal Act (Pages 177 - 180)

Report No. R 169/2019 (Corporate Services & Long Term Care - Revenue) recommending the cancellation, reduction or refund of taxes totaling \$16,210.56

Confidential memorandum from Ms. Chantal Harris, Manager - Billing and Collection Services dated October 15, 2019, relative to the above noted was distributed separately on November 8, 2019 to members of Council, EMT and City Solicitor only.

With respect to Report No. R 169/2019 (Corporate Services & Long Term Care -Revenue), we recommend that the cancellation, reduction or refund of taxes totaling \$ 16,210.56 as outlined in the Report be approved;

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

Vacant and Excess Land Sub-Class Discounts (Pages 181 - 201)

At the May 27, 2019 Committee of the Whole meeting relative to Report No. 91/2019 (Corporate Services and Long Term Care - Revenue) Council directed Administration to undertake a review relative to phasing out the Vacant/Excess Land subclass tax discounts with implementation of any changes occurring in 2020.

Report No. R 170/2019 recommends changes to the Vacant/Excess Land subclass tax reduction programs available to Commercial and Industrial property owners.

With respect to Report No. 170/2019 (Corporate Services & Long term Care - Revenue) we recommend that the City of Thunder Bay's Vacant Unit Rebate Program be phased out over a period of two years, and that the rebate amount be reduced from 30% in 2017 to 15% in 2018 and eliminated in 2019 for all commercial and industrial classes;

AND THAT the Vacant Unit Rebate Program eligibility criteria for all commercial and industrial property classes be modified commencing in 2018 to make the following vacancy reasons not eligible:

1. Storage units and storage tanks;
2. Buildings/structures or parts thereof that are not capable of being leased for immediate occupation because it was undergoing or in need of repairs or renovations or was unfit for occupation;
3. Buildings/structures or parts thereof that are not available for lease.

AND THAT no changes be made with respect to the Commercial and Industrial Vacant and Excess Land subclasses at this time;

AND THAT the Minister of Finance be requested to pass a regulation to facilitate implementation of City Council's decisions with respect to phasing out and making immediate changes to eligibility criteria for the Vacant Unit Rebate Program.

Uncollectible Accounts (Pages 202-204)

Report No. 171/2019 (Corporate Services & Long-Term Care - Revenue) seeking approval to write off uncollectible accounts which remain unpaid on the 2019 General Accounts Receivable files.

Confidential memorandum from Ms. C. Harris, Manager - Billings & Collections, dated November 12, 2019 relative to the above noted, was distributed separately to Members of Council and EMT only on November 18, 2019.

With respect to Report No. R 171/2019 (Corporate Services & Long Term Care - Revenue), we recommend that the uncollectible accounts, which remain unpaid on the 2019 receivable files, be written off as follows:

General Accounts (including interest)	\$ 18,584.53
Municipal Child Care	\$ 239.06

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

Council Response to Reports Received by the Integrity Commissioner (Pages 205 - 241)

Corporate Report No. 179/2019 (City Manager's Office - Office of the City Clerk) providing information with respect to reports received from the Integrity Commissioner relative to breaches of the Code of Conduct and the Municipal Conflict of Interest Act.

PETITIONS AND COMMUNICATIONS

Thunder Bay Police Service – Front Line Deployment (Page 242)

Memorandum from Mayor B. Mauro, dated November 14, 2019 relative to the above noted, for information.

NEW BUSINESS

ADJOURNMENT

MEETING DATE 11/25/2019 (mm/dd/yyyy)

SUBJECT Confirmation of Agenda

SUMMARY

Confirmation of Agenda - November 25, 2019 - Committee of the Whole

RECOMMENDATION

With respect to the November 25, 2019 Committee of the Whole meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

MEETING DATE 11/25/2019 (mm/dd/yyyy)

SUBJECT Thunder Bay Police - Policing in the Community

SUMMARY

Chief S. Hauth, Thunder Bay Police Service, to provide a presentation relative to the above noted.

MEETING DATE 11/25/2019 (mm/dd/yyyy)

SUBJECT Deputation - Provincial Employment Services Transformation - Service
Systems Manager

SUMMARY

Deputation request recieved from M. Richardson on October 10, 2019 requesting to appear before Committee with respect to Provincial Employment Services Transformation - Service Systems Manager.

ATTACHMENTS

1. DEPUTATION REQUEST - PROVINCIAL EMPLOYMENT SERVICES TRANSFORMATION - SERVICE SYSTEMS MANAGER

From: webmaster@thunderbay.ca <webmaster@thunderbay.ca>
Sent: October 10, 2019 12:07 PM
To: Krista Power <KPower@thunderbay.ca>; Dana Earle <DEarle@thunderbay.ca>
Subject: New Response Completed for Speak to City Council

Hello,

Please note the following response to Speak to City Council has been submitted at Thursday October 10th 2019 12:06 PM with reference number 2019-10-10-006.

- **If you would like to speak to City Council about another topic not associated with an agenda item, please state topic here (if applicable):**

Provincial Employment Services Transformation - Service Systems Manager

- **What are you requesting from Council?**

other:

- **If other:**

relay information

- **Have you already been in contact with City Administration in regards to the subject matter of your deputation request?**

No

- **Please select the date of the meeting:**

Committee of the Whole - Monday, November 25th

- **First name:**

Madge

- **Last name:**

Richardson

- **Email:**

adminassist@nswpb.ca

- **Phone:**

(807) 346-2940

- **Organization you represent: (optional)**

North Superior Workforce Planning Board

- **Please note the names of the presenters that will be attending with you:**
David Farrell

[This is an automated email notification -- please do not respond]

MEETING DATE 11/25/2019 (mm/dd/yyyy)

SUBJECT Deputation - Thunder Bay +Area Food Strategy

SUMMARY

Deputation request recieved from K. Kurk, MSW, TBAFS Coordinator dated September 26, 2019 requesting to appear before Committee with respect to Thunder Bay +Area Food Strategy seed funding.

ATTACHMENTS

1. THUNDER BAY +AREA FOOD STRATEGY DEPUTATION REQUEST

Attention: City of Thunder Bay Municipal Council

September 26th, 2019

Ms. Krista Power
Office of the City Clerk
City Hall, 500 Donald Street, 3rd floor
Thunder Bay, ON P7E 5V3

We are writing to request continued funding of \$35,000.00 from the City of Thunder Bay for 2020 to support the work of the Thunder Bay & Area Food Strategy (TBAFS). We strongly believe that an investment in the TBAFS is important to strengthen food security, continue building a healthy and sustainable food system in our region and uphold the 2008 Thunder Bay Food Charter.

The TBAFS was created out of the City of Thunder Bay's 2011-2014 Strategic Plan which identified the development of a comprehensive local food strategy as an action item and was officially endorsed by all area councils in 2014. We are fortunate to have support and representation from the City of Thunder Bay Municipal Council on our Executive Committee with Rebecca Johnson (2014-2018) and Kristen Oliver (2018-2022).

Since 2017, the City of Thunder Bay has supported the TBAFS financially by providing \$35,000 in seed funding. This investment helps support a part-time Coordinator and in 2018-2019, allowed us to secure an Intern position. It also allows us to leverage additional funding from surrounding municipalities, foundations and organizations to support projects, events and initiatives.

TBAFS echoes the City's Strategic Priority to LEAD and provide civic leadership to develop and advance a shared vision for Thunder Bay. In order to achieve the goals of the TBAFS, we will continue to provide leadership and strengthen partnerships within the Food Strategy Council to create and promote greater food security and food sovereignty. We are confident that TBAFS' broad reaching network will continue to support the City and Region's social and economic strategic priorities.

As per our agreement with Corporate Strategic Services, we are requesting a deputation to the City of Thunder Bay Municipal Council on Monday, November 25th, 2019. We are pleased to report on the activities and accomplishments of the TBAFS and outline our future plans and priorities to continue creating a healthy, equitable and sustainable food system for the Thunder Bay and area.

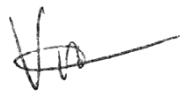
The deputation to council will be presented by Karen Kerk (TBAFS Coordinator), Jessica McLaughlin (TBAFS Executive Member and Indigenous Food Circle Coordinator) and Brandon Postuma (Acting Chair of the TBAFS and Municipality of Oliver Paipoonge Councillor). The deputation will use a PowerPoint presentation that will be provided to the clerk's office by November 12th.

We would like to thank Council for their leadership in moving the TBAFS forward. Thank you very much for your time and consideration.

Sincerely,



Karen Kerk, MSW
TBAFS Coordinator
T: (807) 624-2147
foodstrategy@ecosuperior.org



Victoria Pullia, HBA
TBAFS Economic Development Intern/Admin Coordinator
C: (807) 472-8910 (text)
foodstrategyadmin@ecosuperior.org

MEETING DATE 11/25/2019 (mm/dd/yyyy)

SUBJECT Official Recognition Committee Minutes

SUMMARY

Minutes of Meeting No. 6-2019 of the Official Recognition Committee Citizens of Exceptional Achievement held on September 9, 2019, for information.

ATTACHMENTS

1. 2019-09-09 ORC MINUTES

DATE: September 9, 2019

MEETING NO. 06-2019

TIME: 1:32 P.M.

PLACE: Martin Room, 3rd floor, 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, City Clerk
Ms. D. Earle, Deputy City Clerk
Ms. K. Piche, Committee Coordinator

Ms. K. Power introduced Ms. Dana Earle, Deputy City Clerk and Ms. Allison Hill, new member, to the Committee.

1.0 DISCLOSURES OF INTEREST

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

2.0 AGENDA APPROVAL

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

With respect to the September 9, 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

The Minutes of Meeting No. 05-2019 of the Official Recognition Committee held on May 6, 2019 to be confirmed.

MOVED BY: Ms. O. Sawchuk
SECONDED BY: Ms. K. Gibson

With respect to the Minutes of Meeting No. 05-2019 of the Official Recognition Committee held on May 6, 2019, that the Minutes of Meeting No. 05-2019 be confirmed.

CARRIED

4.0 MONTHLY AWARDS

4.1 New Nominations

Ms. K. Power, City Clerk provided information on three monthly applications received from Mr. Bill Graham relative to Superior Bowladrome Bantam Girls Doubles Team (gold medal), Mario's Bowl Junior Girls Doubles Team (gold medal), and Galaxy Lanes Junior Boys Doubles Team (silver medal) at the Youth Bowl Canada National 5 Pin Championship in Oshawa, representing Northern Ontario. It was the consensus of the Committee that the nominations be approved and that the teams receive awards of Exceptional Achievement.

Ms. K. Piche, Committee Coordinator will contact award recipients to schedule the presentation at an upcoming Committee of the Whole meeting in September.

It was noted that Ms. L. Turpin will attend the September 30, 2019 Committee of the Whole meeting for the Award presentation.

Ms. O. Sawchuk provided information on the PR3 Men's Pair team (gold medal) for Canada – Rowing Championship which was held in Austria. One member of the team is from Thunder Bay. Ms. O. Sawchuk will contact the individual and will follow up at the next meeting.

5.0 ANNUAL AWARDS - CITIZENS OF EXCEPTIONAL ACHIEVEMENT AWARDS

5.1 Date, Venue & Event Support for 2020 Awards

A discussion was held relative to the above noted.

MOVED BY: Councillor Peng You
SECONDED BY: Mr. J. Garland

We recommend that Ms. K. Chiappetta be contracted to assist with the planning and event coordination for the Annual Citizens of Exceptional Achievement Awards event to be held on April 21, 2020;

AND THAT the Italian Cultural Centre be selected as the venue for the 2020 Citizens of Exceptional Achievement Awards event.

CARRIED

5.2 Media Advertisement – 2019 Event – Recognition of Award Recipients

Ms. K. Power provided information relative to the full page ad that the Committee has placed in the Chronicle Journal over the years. For 2020, the Committee will look at a possible smaller ad (group photo instead of individual photo), due to the high cost of a full page ad. The Committee will also look at placing the ad in The Walleye, or The Source and having a full page ad in My TBay.

Advertising during the nomination period was also discussed, including a potential media conference, Facebook video and commercial.

6.0 50TH ANNIVERSARY – MONTHLY UPDATE

Ms. O. Sawchuk provided an update relative to the 50th Anniversary Celebration Steering Committee and the many events planned for the 2020 celebrations. The Committee also discussed holding a separate event to honour citizens with 50 years of volunteering in Thunder Bay or possibly adding a special award category at the 2020 Annual Awards.

It was noted that for Thunder Bay's 25th Anniversary, a Silver Achievement Award event was held for citizens with 25 years volunteering in Thunder Bay.

7.0 CRITERIA FOR SCROLLS

Ms. K. Power provided an overview of Policy No. 07-01-01 – Civic Recognition.

A discussion was held relative to creating a special scroll for the year 2020, Thunder Bay's 50th Anniversary, and also changing the policy for the year 2020, by adding a special scroll for anyone who is turning 50 in the year 2020.

8.0 NEXT MEETING

The next meetings are scheduled as follows:

- Monday, October 7, 2019
- Monday, November 4, 2019
- Monday, December 9, 2019

9.0 ADJOURNMENT

The meeting adjourned at 2:33 p.m.

MEETING DATE 11/25/2019 (mm/dd/yyyy)

SUBJECT 50th Anniversary Celebration Steering Committee Minutes

SUMMARY

Minutes of Meeting No. 08-2019 of the 50th Anniversary Celebration Steering Committee held on September 27, 2019, for information.

ATTACHMENTS

1 50th ACSC minutes Sept 27 2019

MEETING:**50TH ANNIVERSARY CELEBRATION STEERING COMMITTEE****PAGE 1 of 5**

DATE: FRIDAY, SEPTEMBER 27, 2019 MEETING NO. 08-2019

TIME: 10:03 A.M.

PLACE: MCNAUGHTON ROOM
CITY HALL – 3RD FLOOR
500 DONALD STREET EAST

CHAIR: COUNCILLOR S. CH'NG

PRESENT:

Councillor S. Ch'ng, Chair
Ms. C. Olsen, Acting Director – Corporate
Strategic Services
Ms. K. Power, Deputy City Clerk
Ms. L. Abthorpe, Heritage Researcher
Ms. B. Baker, Clean, Green & Beautiful
Committee
Mr. P. Burke, Sports & Community Development
Supervisor
Mr. J. Pateman, Chief Librarian/CEO – Thunder
Bay Public Library
Ms. S. Reid, Digital And Travel Media Officer
Ms. C. Robinson, President – Thunder Bay
Chamber of Commerce
Mr. M. Szybalski, Corporate Records Manager &
City Archivist

RESOURCE PERSONS:

Ms. R. Eras, Communications Officer

ADMINISTRATIVE SUPPORT:

Ms. L. Lavoie, Committee Coordinator

1.0 DISCLOSURES OF INTEREST

None.

2.0 AGENDA APPROVAL

MOVED BY: Ms. C. Olsen
SECONDED BY: Ms. L. Abthorpe

With respect to the September 27, 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 CONFIRMATION OF MINUTES

The Minutes of the 50th Anniversary Celebration Steering Committee Meeting No. 07-2019 held on July 26, 2019, to be confirmed.

MOVED BY: Ms. C. Robinson

SECONDED BY: Ms. L. Abthorpe

THAT the Minutes of Meeting No. 07-2019 held on July 26, 2019 be confirmed.

CARRIED

4.0 BRANDING, BANNERS AND PROMOTION

Ms. R. Eras, Communications Officer provided an update relative to the above-noted.

The 50th Anniversary logo design has been finalized. The logo will be unveiled at a launch event in late October or early November. Businesses will be encouraged to use the logo for 50th Anniversary edition products and events in 2020. Participating businesses will receive a branding package, including guidelines for logo use. The guidelines will be presented at the October committee meeting.

Various banners are being produced, including street banners and large banners for City Hall, as well as portable teardrop banners for use at events.

Swag options are being considered, including locally produced items.

Ms. R. Eras informed the committee that Ms. S. Levanen, Supervisor – Corporate Communications toured Thunder Bay Airport to view on-site advertising options.

Ms. K. Power, City Clerk provided an update on options for the city's new mascot. She noted that the choices have been narrowed down to two northwestern Ontario animals and circulated photos of two alternatives. The committee will choose the mascot and the public will be engaged to name it.

5.0 NEW YEAR'S DAY KICK-OFF EVENT

Ms. L. Abthorpe, Heritage Researcher will reach out to representatives of the military regarding working in partnership for the Armoury's January 1, 2020 Levee.

Mr. P. Burke, Sports & Community Development Supervisor provided an update on plans for events to animate Waverley Park on January 1, 2020. There will be activities and hot chocolate.

6.0 CITY EVENTS AND GRANT PROGRAM

Mr. P. Burke, Supervisor - Sports & Community Development distributed a document entitled 50th Anniversary Celebration Concepts, updated on September 27, 2019 which provided enhancement ideas and estimated costs for City-run and partner events in 2020.

It was the consensus of committee to eliminate the travelling roadshow concept discussed at prior meetings.

Mr. P. Burke pointed out that an application has been submitted to bring the Snowbirds to Thunder Bay for a 50th Anniversary homecoming event in summer 2020. He hopes to also secure a major local act for the event. It was noted that the local art community should be included in the homecoming event.

Ms. C. Olsen, Acting Director – Corporate Strategic Services informed the committee that Administration has engaged Kari Chiappetta to coordinate the homecoming event, the January 1st levee event and the culminating event at the end of 2020.

Mr. P. Burke provided an update relative to grants and noted that groups may apply for 50th funding via the Community, Youth and Culture Grant program. There will be intake periods in October 2019 and March 2020.

7.0 INTAKE PROCESS

Ms. K. Power, City Clerk pointed out that a number of individuals have been requesting an opportunity to speak before the committee relative to requests for funding. Criteria must be developed to outline how funds will be allocated and a form must be designed to send to groups who request funds.

Mr. P. Burke, Sports & Community Development Supervisor noted that some of the individuals or groups who wish to request funds may be eligible to apply under the 50th grant program and could be directed there.

Mr. P. Burke, Sports & Community Development Supervisor also noted that groups looking for promotion of their 50th Anniversary themed events do not need to make a presentation to the committee, they may simply submit their events to the online event calendar on the city's website. A new category for 50th Anniversary events will be added to the event calendar.

8.0 50TH ANNIVERSARY BEER

Ms. K. Power, City Clerk provided an update relative to the 50th Anniversary beer by Sleeping Giant Brewing Co. A tasting is scheduled for October 10, 2019.

9.0 DIGITAL TOUR APP

Ms. S. Reid, Digital & Travel Media Officer provided an update relative to costs for the digital tour app. The app will cost approximately \$8000 to develop, including the first annual maintenance fee of \$3000. Tourism has agreed to cover the \$3000 annual fee. Some funding for app development is available from a Chamber of Commerce fund. Mr. P. Pepe, Manager – Tourism is looking for other contributors, as well. Ms. K. Power, City Clerk and Ms. C. Olsen, Acting Director – Corporate Strategic Services will review their current budgets to determine how much can be allocated to the app.

10.0 MEMORABLE MOMENTS

Ms. R. Eras, Communications Officer is working on a memorable moments section for the City website. Finding high-resolution photos for a number of the memorable moments has been a challenge. The public will be engaged by encouraging them to share their photos of some specific memorable moments.

A number of local media outlets are on board to promote the memorable moments.

11.0 VISITING FAMILY AND FRIENDS

Ms. S. Reid, Digital and Travel Media Officer provided an update relative to the above-noted.

Generator has been engaged to design an invitation for people to send to their friends and family, inviting them to visit Thunder Bay in 2020. Both a digital version and physical postcard version will be created. The campaign to encourage citizens to invite friends and family to Thunder Bay will run throughout 2020.

12.0 CULMINATING EVENT

Mr. P. Burke, Sports & Community Development Supervisor informed the committee that he will contact Fort William Historical Park to potentially partner with them for a culminating event on December 31, 2020.

13.0 LEGACY PROJECTS

Ms. K. Power, City Clerk reviewed ideas for legacy projects including the incorporation of public art in 2020 infrastructure projects, flagpoles for sister cities, a city mascot, an oversized Thunder Bay sign (similar to those found in Toronto, Ottawa and other cities) and frames for selfie spots around the city. Ms. K. Power is determining costs. She

noted that legacy projects would be included in the capital budget and require Council approval.

Mr. J. Pateman, Chief Librarian/CEO – Thunder Bay Public Library recommended that history notes be included on the selfie spot frames.

Ms. L. Abthorpe, Heritage Researcher and Mr. M. Szybalski, Corporate Records Manager & City Archivist suggested curriculum development regarding amalgamation, which could be shared with teachers at local schools. Mr. M. Szybalski noted that each lesson plan would cost approximately \$300 to produce and recommended engaging an educator to help develop the lessons.

14.0 OTHER ANNIVERSARIES, COMMUNITY EVENTS AND UPDATES

Mr. P. Burke, Arts & Cultural Development Coordinator provided an update on the art bus project. A call to artists is under development.

15.0 COMMITTEE OPERATING BUDGET

Ms. K. Power, City Clerk informed that the committee's proposed operating budget of \$250,000 is currently being reviewed by Administration. Once the budget has been approved by Administration, it will go to Council for approval.

16.0 REVIEW TASK LIST

Ms. C. Olsen, Acting Director – Corporate Strategic Services noted that Kari Chiappetta is updating the task list and it will be presented at the October committee meeting.

17.0 NEW BUSINESS

18.0 NEXT MEETING DATE

The next meeting date is October 25, 2019 at 1:00 p.m. in the McNaughton Room, 3rd Floor City Hall.

19.0 ADJOURNMENT

The meeting was adjourned at 10:53 a.m.

MEETING DATE 11/25/2019 (mm/dd/yyyy)

SUBJECT Crime Prevention Council Minutes

SUMMARY

Minutes of Meeting No. 05-2019 of the Crime Prevention Council held on September 18, 2019, for information.

ATTACHMENTS

1. CPC 2019-09-19 MINUTES

DATE: SEPTEMBER 18, 2019**MEETING NO.** 05-2019**TIME:** 4:00 P.M.**PLACE:** MCNAUGHTON ROOM, 3RD FLOOR, CITY HALL**CHAIR:** J. UPTON

MEMBERS

Mayor B. Mauro, *City of Thunder Bay*
Chief S. Hauth, Inspector R. Gibson, *Thunder Bay Police Service*
A. Gordon, *OPP – Northwest Region*
R. Pervais, *Fort William First Nation*
M. McGuire, *Nishnawbe Aski Nation*
B. Prairie, *Métis Nation of Ontario*
Northern Superior Region Grand Chief Ed Wawia, *Ontario Union of Indians*
Dr. J. DeMille, *Medical Officer of Health*
Councillor K. Oliver, *City Councillor*
Councillor M. Bentz, *City Councillor*
L. Dacre, *Kairos Community Resource Ctr*
J. Boucher, *Elizabeth Fry Society*
K. Banks, *TB Parole Office (Correctional Service of Canada)*
D. Leeder, *Dilico Anishinabek Family Care*
W. MacArthur, *Children's Aid Society of the District of Thunder Bay*
R. Togman, *TB Chamber of Commerce*
S. Bragg, *BIAs & Business Areas*
D. Walker, *Children's Centre Thunder Bay*
N. Black, *St. Joseph's Care Group*
Councillor R. Johnson, *Thunder Bay Drug Strategy*
P. Capon, *Matawa Education Centre*
Inspector P. Guerard, *NAPS*
C. Legarde, *TB Indigenous Friendship Centre*
M. Tait-Martens, *Urban Aboriginal Advisory Committee*
J. Upton, *Lakehead District School Board*

MEMBERS (cont'd)

C. Petit, *Citizen Representative & John Howard Society*
J. Hewitt, *Citizen Representative*
M. Irshad Ali, *Youth Representative*
N. Duplessis, *Youth Representative*
L. Bruins, *Evergreen a United Neighbourhood*
M. Woods, *TB District Crime Stoppers*
S. L. Fata, *Thunder Bay Counselling*
K. Watson, *TB & District Coordinating Committee to End Women Abuse*
M. Maddock, *North West Community Mobilization Network*
A. Sargent, *TB Catholic District School Board*
A. Mauro, *Conseil scolaire de district catholique des Aurores boréales*
J. Napash, *Northern Nishnawbe Education Council*
P. Vranesich, *Age Friendly Thunder Bay*
M. Jordan, *Shelter House*
B. Cryderman, *Wm.W. Creighton Youth Services*
T. Jukes, *Ministry of Attorney General*
M. Tait-Martens, *Ontario Native Women's Assoc.*
B. Krysowaty, *Lakehead Social Planning Council*
D. Dika, *Thunder Bay Sexual Abuse Centre*
C. Graham, *Urban Aboriginal Advisory Committee*
I. Beaver, *Matawa First Nation*
OFFICIALS
K. Lewis, *Director - Corporate Strategic Services*
L. Chevette, *Coord. – Crime Prevention Council*
C. Olsen, *Coord. – Thunder Bay Drug Strategy*
R. Eras, *Communications Officer*
A. Bruetsch – *Project Manager, Youth Inclusion Program*

AGENDA

1.0 WELCOME, INTRODUCTIONS & DISCLOSURES OF INTEREST

The Chair, J. Upton, called the meeting to order at 4:02. The Communication Process was explained.

2.0 CONFIRMATION OF AGENDA

With regard to the September 18, 2019 meeting of the Crime Prevention Council, the agenda as printed, including any additional information and new business, was confirmed.

New business declared – presenter Councillor Peng You spoke about shoplifting and a need to address this issue. Secondly, he spoke about panhandlers and how they are causing trouble by being unsafe in the middle of the street and being aggressive. He proposed to pay panhandlers from his own pocket to hold a sign saying welcome to Thunder Bay instead.

3.0 PRESENTATION

Indigenous Relations & Inclusion

Regina Mandamin, Manager of Indigenous Relations & Inclusion, provided a PowerPoint presentation on her office's role with the City and the Anti-Racism and Inclusion Charter. She spoke about reconciliation and about providing guidance on policies, planning and working better with the Indigenous community. She aims to strengthen relationships and challenge racism in the Corporation and city as a whole. She is working on a number of initiatives including: training for existing and new staff; helping new students coming into the City; special events such as the MMIWG Full Moon Walk. Ultimately, she is aiming towards meaningful and sustainable change and ensuring equitable access to services.

Zoning By-Law Reform

Richard Togman, Research and Policy Coordinator with the Thunder Bay Chamber of Commerce, provided a presentation on the Chamber's proposal for a comprehensive reform of the City's Zoning By-law and its implications for community safety & well-being. He spoke on the history of the Zoning By-laws and how it pertains to crime prevention. The sprawl of Thunder Bay puts a lot of pressure on the environment as well as having a social impact. In his opinion, walkability is not well planned for in the City. We know communities get safer when people know their neighbours. Mixed-use areas bring more traffic and more eyes on the street. Mixed-use and mixed incomes have been proven to deter crime and prevent social isolation, and negative behaviours that come with it. Zoning bylaws are coming up for review this fall so it is great time to raise this issue. Richard asked for a letter of support from the Crime Prevention Council, as well as any other organizations from the Council. He wants to take the letter(s) to City Council for a more aggressive overhaul of zoning bylaws.

Lee-Ann Chevrette, Coordinator –Crime Prevention Council suggested that members of the Crime Prevention Council are not land use planners and that perhaps it would be more appropriate for the individual members to write a letter of support from their respective organization/agency should they wish to do so. Richard to send template of letter to support for Ms. Chevrette to distribute to the membership

4.0 MINUTES OF PREVIOUS MEETING

The Minutes of Meeting No. 04-2019, of the Crime Prevention Council, held on June 19, 2019 were confirmed. **(Pages 5 - 11)**

5.0 BUSINESS ARISING FROM PREVIOUS MINUTES

None

6.0 STANDING AGENDA ITEMS

6.1 Community Safety & Well-Being Planning– Lee-Ann Chevrette, Coordinator - Crime Prevention Council, gave updates on the provincially mandated Community Safety and Well-being planning underway. A smaller Steering Committee was formed and they have met twice to develop a framework for development of the plan. The legislation does not mandate First Nations communities to do a plan, but it encourages them to do own plan or do a joint one with a neighbouring municipality that is developing a plan. A discussion was held relative to exploring an opportunity to work with Fort William First Nation on the development of a joint plan. A recommendation was made and supported by consensus of the group, that we bring a recommendation to City Council recommending that the CPC explore the development of a joint plan with FWFN. L. Chevrette mentioned there is upcoming training for all of NWO for CSWB on Oct 24. There may be room for CPC members to participate.

6.2 Seven Youth Inquest Update – Lee-Ann Chevrette, Coordinator - Crime Prevention Council provided Recommendation 91 (Am I Missing campaign) materials attached **(Pages 16 – 24)**. On August 21, the third year report card on the implementation the Seven Youth Inquest recommendations was released by Aboriginal Legal Services and the City received A for its efforts to date. There were 31 recommendations naming the City; the City has implemented 25 of these with the remaining five at various stages of implementation. Recommendation 112 Working Group held some focus groups to build a campaign, which is in early stages, with plans to launch in late fall or early winter. The intent is to raise awareness about racially motivated crimes and how to report and prevent them. Recommendation 116 involves the development of a social media campaign to highlight challenges Indigenous youth face when coming to Thunder Bay.

6.3 Thunder Bay Drug Strategy - Cynthia Olsen – Coordinator of the Thunder Bay Drug Strategy provided an update. She spoke about work on a proposed corporate policy for

siting cannabis stores. Thunder Bay may get two locations. Over the summer, the Drug Strategy worked with the Thunder Bay District Health Unit online and through information booth surveys to help inform education sessions to coincide around legalization of edibles in late Oct. Also, the Drug Strategy is continuing to work on the harm reduction conference in late October. Also, this year's Rockin' Recovery saw the best turnout yet. The Community Safety Ambassadors wrapped up and did great work this summer. The Opioid Taskforce reconvened and updated its Terms of Reference and situational assessment and for the first time will have data to share on overdose deaths. Also, the Drug Strategy was alerted last week that an Etizolam overdose occurred. The concern is that this drug is naloxone-resistant. The Drug Strategy is also presenting to Leadership Thunder Bay on campaign to decrease stigma around risks of publically discard needles, as well as a campaign for users to increase safe disposals. The Drug Strategy is also continuing partnership on safer drinking environments with Lakehead University, called Dandelion Project. The People With Lived Experience community advisory group continues to meet on a monthly basis and are available to organizations to provide insight on individuals who have navigated services. For Rec 114, Safe Sobering Sites, there are currently three up and running in the community to support students, but is important to look at a fourth location that would be open to others in the community.

- 6.4 North West Community Mobilization Network - Mariah Maddock, Coordinator – North West Community Mobilization Network – provided updates on the Situation Table, officially two years in operation with over 50 interventions and 70 people helped. Most referrals have come from education sector, police and Joint Mobile Crisis Response Team. There was one suspected human trafficking referral so they are looking to provide training to the Situation Table on this issue. Social navigators with the Youth Inclusion Program are scheduled to learn about the Situation Table. In addition, there is an upcoming Coordinated Housing Access Table meeting to see how they can work together since many referred to the table do not have access to housing. The 2018 risk tracking is available and M. Maddock can provide a copy to L. Chevrette to provide to members. An annual report also being developed.

Poverty Reduction Strategy - Bonnie Krysowaty, Coordinator – Poverty Reduction Strategy spoke about a living wage campaign. Thunder Bay's living wage is \$16.20/hr. A focus on a living wage will be during the first week of November. They are looking to get organizations on board, and those that do will get a sticker to show they are helping to eliminate poverty. She will provide more info to L. Chevrette to provide. The Out of Cold will be up and running again November 1. They will be doing a launch of the program in late October. Lakehead Social Planning Council is joining with the Chamber of Commerce and Food Strategy for a candidate debate at the college on October 9 from 5-6pm and 6-7. Bonnie will send L. Chevrette information to send out. The Point In Time count is set for April 21, 2020, and they are looking for volunteers. Lakehead Social Planning Council has a tax clinic for low-income people and has done 7000 returns, creating over \$1 million to people in the community. This service is completely volunteer-run.

- 6.5 Housing and Homelessness Coalition - Alice Bellavance, Co-Chair of the Housing and Homelessness Coalition was away so Cynthia Olsen provided the update. She said the Out of the Cold program has positions that are posted. There is also a Point In Time Coordinator position; L. Chevrette can share the job ad details with the committee.
- 6.6 Youth Inclusion Program - Ahnika Bruetsch, Project Manager – Youth Inclusion Program was absent so this was deferred.
- 6.8 Joint Mobile Crisis Response - Chief Sylvie Hauth, Thunder Bay Police Service was absent so Inspector Ryan Gibson provided the update. He said there were 1,347 calls since January 2019, and 592 diversions where police didn't have to go to the hospital. There was some discussion about children in crisis, which M. Maddock said that she can bring back to steering committee.
- 6.9 Project Disruption – Inspector Ryan Gibson, Thunder Bay Police Service spoke about the project and the influx of gangs. The Thunder Bay Police partnered with all law enforcement agencies to focus on mid-level dealers. They have seized a large amount of cocaine, crack and fentanyl, along with 23 firearms. Handguns are hard to find traditionally, so this is an indication that there are more in the community. He encouraged people to write letters to politicians for support for us in north to address the gang problem.
- 6.10 Youth Violence Prevention Project in Thunder Bay & District - Marianne Stewart, Healthy Relationships Coordinator, Youth Violence Prevention Project Thunder Bay and District was away so L. Chevrette gave an update. Members of Indigenous Enhancement met three times over the summer to review grade 9 curriculum with a trauma-informed lens. The group also finalized its Terms of Reference. Second round of training is coming up, Healthy Relationships Plus, available for service providers. Also teacher evaluation tools are being developed and rolling out in schools this fall.
- 6.11 Thunder Bay Coalition to End Human Trafficking - Sheri Fata, Manager of Financial & Child/Youth Services, Thunder Bay Counselling said on July 30 the Coalition, representing about 28 organizations, held a public awareness event on human trafficking. On October 9, there will be a community engagement session happening for community members and posters are available. L. Chevrette is helping Thunder Bay Police Service write grants on this issue.
- 6.12 Thunder Bay & District Coordinating Committee to End Women Abuse – Katie Watson provided update on training models that look at prevention education for first year university students, mainly women. The goal is to implement in January.

7.0 WORKING GROUP UPDATES

- 7.1 Strong Neighbourhoods - Linda Bruins - defer

- 7.2 Public Education - Chantal Petit - defer
- 7.3 Respect - Lee-Ann Chevrette, CPC Coordinator - defer
- 7.4 Home Takeovers (ad-hoc committee) - A poster, postcard and checklist were shared, along with a short PSA video (**Pages 25-28**) A campaign on home takeovers was launched today to media.

8.0 CRIME PREVENTION OFFICE UPDATE

Lee-Ann Chevrette, Coordinator - Crime Prevention Council, provide an update relative to the activities of the Crime Prevention Office. (**Pages 12-15**)

9.0 ROUNDTABLE OF UPDATES

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

- 10.0 NEW BUSINESS – The Mayors Community Safety Awards nomination period was launched today. Please nominate an individual, group or business. Date of awards event is November 4.

11.0 NEXT MEETING

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

- Wednesday, November 20, 2019

2020 Meeting Schedule

- Wednesday, January 15, 2020
- Wednesday, March 25, 2020
- Wednesday, May 20, 2020
- Wednesday, June 24, 2020
- Wednesday, September 23, 2020
- Wednesday, November 25, 2020

12.0 ADJOURNMENT

Adjourned at 6:35 p.m.

MEETING DATE 11/25/2019 (mm/dd/yyyy)

SUBJECT Anti-Racism & Respect Advisory Committee Minutes

SUMMARY

Minutes of Meeting No. 05-2019 of the Anti-Racism & Respect Advisory Committee held on September 30, 2019, for information.

ATTACHMENTS

1. 2019-09-30 ANTI-RACISM MINUTES

DATE: SEPTEMBER 30, 2019**MEETING NO. 05-2019****TIME:** 12:10 P.M.**PLACE:** MCNAUGHTON ROOM, 3RD FLOOR, CITY HALL**CHAIR:** MR. JASON VELTRI**PRESENT:**

Mayor Bill Mauro

Mr. Chris Krumpholz, *Community Representative*Ms. Melanie Mayhew-Hammond, *Community Representative*Mr. Jason Veltri, *Community Representative*Ms. Anita Muggerridge, *Thunder Bay Multicultural Association*Mr. Jonathan Erua, *Human Rights and Equity – Lakehead University*Ms. Michelle McGuire, *TB Urban Aboriginal Advisory Committee*Mr. Vignesh Viswanathan, *International Students – Confederation College***OFFICIALS:**

Mr. Norm Gale, City Manager

Ms. Regina Mandamin, Manager – Indigenous Relations & Inclusion

Ms. Annette Pateman, Aboriginal Liaison Strategy Coordinator

Mr. Jeff Howie, Policy Assistant to the Mayor

Ms. Maureen Nadin, Committee Resource

Ms. Katie Piche, Committee Coordinator

GUESTS:

Ms. Megan Nadin, Ms. Heran Zhao, Ms.

Yamaan Alsumadi, *Regional Multicultural Youth Council***1.0 WELCOME, INTRODUCTIONS & DISCLOSURES OF INTEREST**

The Chair, Mr. J. Veltri, called the meeting to order at 12:10 p.m. There were no disclosures of interest declared at this time. A roundtable of introductions followed, including the introduction of the Committee's newest member, representing Fort William First Nation – Ms. Tannis Kastern.

A lengthy discussion was held relative to concerns regarding the lack of diversity on the Committee and tackling issues in the community.

2.0 CONFIRMATION OF AGENDA**MOVED BY:** Ms. T. Kastern**SECONDED BY:** Mr. C. Krumpholz

With respect to the September 30, 2019 meeting of the Anti-Racism & Respect Advisory Committee, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

3.0 APPOINTMENT OF VICE-CHAIR

This item was deferred until the next meeting.

4.0 MINUTES OF PREVIOUS MEETING

The Minutes of Meeting No. 04-2019 of the Anti-Racism & Respect Advisory Committee held on May 27, 2019 to be confirmed.

MOVED BY: Ms. M. McGuire
SECONDED BY: Mr. V. Viswanathan

THAT the Minutes of Meetings No. 04-2019 of the Anti-Racism & Respect Advisory Committee, held on May 27, 2019, be confirmed.

CARRIED

Information Session notes, due to lack of quorum, from the meeting held on June 24, 2019 were provided, for information.

5.0 BUSINESS ARISING FROM PREVIOUS MEETINGS

5.1 Terms of Reference

A discussion was held relative to the draft Terms of Reference. Mr. J. Veltri advised that after further discussion with Committee members, the Committee's name will remain the same.

The discussion also included remarks made relative to how the Committee needs to be more present in the community and that there needs to be more diversity sitting at the table.

A question was asked regarding the City of Thunder Bay's application form for all Boards & Committees. The form states that you must live in Thunder Bay to apply, which excludes citizens of other nearby communities (ie: Fort William First Nation) who may be interested in sitting on a Committee, and that this creates a barrier for these citizens. It was noted that the application form would be reviewed by the Office of the City Clerk for possible revisions to the form.

MOVED BY: Mr. V. Viswanathan
SECONDED BY: Ms. M. McGuire

We recommend that the revised Terms of Reference be approved;

AND THAT the following revisions to the five (5) community representatives include:

- One (1) citizen representative be identified as Indigenous, Metis, Inuit;
- One (1) citizen representative be identified as a visible minority;
- One (1) citizen representative be identified as a woman;

AND THAT the Thunder Bay Police Service front line staff be added under organizations with one voting representative;

AND THAT the revisions to the Anti-Racism & Respect Advisory Committee's Terms of Reference be presented to City Council for approval and ratification.

CARRIED

The Terms of Reference updates will be finalized and presented to City Council for approval at the November 2019 Committee of the Whole meeting.

5.2 Thunder Bay Anti-Racism & Inclusion Accord

Report No. R 95/2019 (City Manager's Office – Corporate Strategic Services) One Year Report on the Anti-Racism Accord was provided, for information.

5.3 Carl Crawford Presentation

Ms. M. Nadin provided an overview relative to correspondence with Mr. Carl Crawford and advised that he will be in Thunder Bay in April 2020, and that the Roundtable on Racism will be combined with his presentation.

A Working Group for the event planning was formed as follows:

- Jason Veltri
- Chris Krumpholz
- Rebecca Johnson
- Jonathan Erua
- Megan Nadin – representing RMYC
- Heran Zhao – representing RMYC
- Yamaan Alsumadi – representing RMYC

6.0 ONE CITY, MANY VOICES

It was noted that there would be no federal election candidate articles published until after the Federal Election on October 21, 2019.

7.0 CITY OF THUNDER BAY 2019 - 2022 STRATEGIC PLAN

This item was deferred until the next meeting.

8.0 INCIDENT REPORTING WORKING GROUP

Copies of the Minutes of the Incident Reporting Working Group Meeting held on September 16, 2019 were provided, for information.

9.0 2019 – 2023 WORK PLAN

This item was deferred until the next meeting.

10.0 ANNOUNCEMENTS

- Ms. Regina Mandamin advised the Committee that Treaties Recognition Week will be taking place November 4 - 8, 2019.
- Ms. Megan Nadin advised that the Multicultural Youth Council would be providing a deputation to Council on September 30, 2019, relative to creating a fund specifically for addressing racism in the community.

11.0 NEW BUSINESS

There were no items of new business brought forward.

12.0 NEXT MEETING

Committee meetings are held on the last Monday of each month, except July, August, and December, commencing at 12:00 p.m. in the McNaughton Room, 3rd Floor of City Hall. The next meetings are scheduled as follows:

- Monday, October 28, 2019
- Monday, November 25, 2019

13.0 ADJOURNMENT

The meeting adjourned at 1:43 p.m.

MEETING DATE 11/25/2019 (mm/dd/yyyy)

SUBJECT Inter-Governmental Affairs Committee Minutes

SUMMARY

Minutes of Meetings No. 09-2019 and Meeting No 10-2019 of the Inter-Governmental Affairs Committee held on September 9, 2019 and October 21, 2019 respectively, for information.

ATTACHMENTS

1. IGAC September 9 2019 Minutes
2. 2019-10-21 IGAC 10-2019- FINAL

DATE: MONDAY, SEPTEMBER 9, 2019

MEETING NO. 09-2019

TIME: 12:06 P.M.

PLACE: MCNAUGHTON ROOM, 3RD FLOOR, CITY HALL
500 DONALD STREET EAST

CHAIR: COUNCILLOR S. CH'NG

PRESENT:

Mayor B. Mauro
Councillor A. Aiello
Councillor S. Ch'ng
Councillor K. Oliver

OFFICIALS:

Mr. N. Gale, City Manager
Ms. K. Power, City Clerk
Ms. D. Earle, Deputy City Clerk
Ms. E. Nadon, Executive Administrator to the
City Manager

GUESTS:

Mr. D. Murray, CEO-CEDC

RESOURCE PERSON:

Mr. J. Howie, Policy Assistant to the Mayor

1.0 DISCLOSURES OF INTEREST

None.

2.0 AGENDA APPROVAL

MOVED BY: Councillor A. Aiello
SECONDED BY: Councillor K. Oliver

With respect to the September 9, 2019 Inter-Governmental Affairs Committee, we recommend that the agenda as amended, including any additional information and new business, be confirmed.

CARRIED

3.0 MINUTES OF PREVIOUS MEETINGS

The Minutes of Meeting No. 08-2019 held on August 12, 2019, of the Inter-Governmental Affairs Committee, to be confirmed.

MOVED BY: Mayor B. Mauro
SECONDED BY: Councillor A. Aiello

THAT the Minutes of Meeting No. 08-2019 held on August 12, 2019, of the Inter-Governmental Affairs Committee, be confirmed.

CARRIED

4.0 DEBRIEF: AMO 2019

Vice Chair, Councillor S. Ch'ng and Councillor K. Oliver provided an overview relative to the AMO 2019 Conference held August 18-21, 2019 in Ottawa, Ontario.

The meetings went well though no firm commitments were received.

Items discussed:

- NOMA Multi Minister Meeting
 - Intercommunity bussing; forestry and the need to harvest more hectares; Northern Community evacuations
- Attorney General Doug Downey
 - POA outstanding fines; joint & several liability
- Solicitor General Syliva Jones
 - Police funding; guns and gangs funding; legislation for funding of NG911
- Minister's Chief of Staff Jemm Bell, Ministry of Infrastructure
 - Investing in Canada, Community, Culture and Recreation funding stream will be open September 30, 2019
- Minister of Finance Rod Phillips
 - No commitment regarding OMPF transition funding, letters will be out shortly to clarify
 - Service Review funding
- Ministry of Tourism, Culture and Sport
 - Multi-Use Indoor Sports Facility; 2022 World Tai Chi Championship
- Recommendation 114 will be shared with the Minister of Indigenous Affairs and the Minister of Health
- Thunder Bay Expressway updates

5.0 SAVE THE DATE: ROMA 2020 and OGRA 2020

ROMA 2020 will be held at the Sheraton Centre Toronto Hotel in Toronto, Ontario January 18-21, 2020. OGRA 2020 will be held at the Fairmont Royal York in Toronto, Ontario February 23-26, 2020. Discussed a possible conflict between OGRA and the 2020 Special Olympics.

6.0 BUSINESS ARISING FROM PREVIOUS MINUTES

6.1 Ring of Fire Update

Mr. D. Murray, CEO-CEDC provided an update related to the above. A meeting was held in early September, working to get a further update.

6.2 Bombardier Update

Mr. D. Murray, CEO-CEDC provided an update related to the above. The government is negotiating for a worker adjustment center to be set up outside of the Bombardier facility. Meetings continue with the government and the unions.

6.3 Next Generation 911 Update

No update.

7.0 CORRESPONDENCE

7.1 Thank you letters to Members of Provincial Parliament

Copy of letter to The Honourable Doug Downey, Attorney General from Mayor Bill Mauro dated August 23, 2019, relative to the above-noted, for information.

Copy of letter to Ms. Jenn Bell, Chief of Staff for the Minister of Infrastructure from Mayor Bill Mauro dated August 23, 2019, relative to the above-noted, for information.

Copy of letter to The Honourable Rod Phillips, Minister of Finance from Mayor Bill Mauro dated August 23, 2019, relative to the above-noted, for information.

Copy of letter to Member of Provincial Parliament Vincent Ke, Policy Assistant to the Minister of Tourism, Culture and Sport dated August 23, 2019, relative to the above-noted, for information.

Copy of letter to The Honourable Sylvia Jones, Solicitor General from Mayor Bill Mauro dated August 23, 2019, relative to the above-noted, for information.

7.2 Municipal Amalgamation

Copy of letter from George Vadeboncoeur, Chief Administrative Officer, Town of Wasaga Beach to The Honourable Doug Ford, Premier of Ontario dated August 28, 2019, relative to the above-noted, for information.

Copy of letter from Tammy Wylie, Clerk Administrator, Township of McKellar to The Honourable Doug Ford, Premier of Ontario dated July 16, 2019, relative to the above-noted, for information.

8.0 NEW BUSINESS

Councillor K. Oliver met with Seon, a company that places cameras on school bus stop arms to help charge and fine motorists that do not stop for a school bus. Outlined how the program works. Councillor K. Oliver to set up a presentation for IGA as a program like this would require municipal support.

10.0 NEXT MEETING

The next regular Inter-Governmental Affairs Committee meeting is scheduled for Monday, October 21, 2019 at 12:00 p.m. in the McNaughton Room, 3rd Floor, City Hall.

11.0 ADJOURNMENT

The meeting adjourned at 12:34 p.m.

DATE: MONDAY, OCTOBER 21, 2019

MEETING NO. 10-2019

TIME: 12:04 P.M.

PLACE: MCNAUGHTON ROOM, 3RD FLOOR, CITY HALL
500 DONALD STREET EAST

CHAIR: COUNCILLOR S. MCKINNON

PRESENT:

Mayor B. Mauro
Councillor A. Aiello
Councillor S. Ch'ng
Councillor B. McKinnon
Councillor K. Oliver

OFFICIALS:

Mr. N. Gale, City Manager
Ms. D. Earle, Deputy City Clerk
Ms. E. Nadon, Executive Administrator to the
City Manager

GUESTS:

Mr. D. Murray, CEO-CEDC
Mr. M. Sousa, Bus Patrol
Mr. R. Rego, Bus Patrol
Ms. B. Cedars, First Student Canada
Ms. Spencer, First Student Canada
Mr. C. Murphy, Student Bus Transportation
Mr. B. Pauluik, TBPS
Mr. E. Lehto, Iron Range Bus Lines
Mr. R. Malonson, Iron Range Bus Lines

RESOURCE PERSON:

Mr. J. Howie, Policy Assistant to the Mayor

1.0 DISCLOSURES OF INTEREST

None.

2.0 AGENDA APPROVAL

MOVED BY: Councillor A. Aiello
SECONDED BY: Mayor B. Mauro

With respect to the October 21, 2019 Inter-Governmental Affairs Committee, we recommend that the agenda as amended, including any additional information and new business, be confirmed.

CARRIED

3.0 MINUTES OF PREVIOUS MEETINGS

The Minutes of Meeting No. 09-2019 held on September 9, 2019, of the Inter-Governmental Affairs Committee, to be confirmed.

MOVED BY: Councillor A. Aiello
SECONDED BY: Mayor B. Mauro

THAT the Minutes of Meeting No. 09-2019 held on September 9, 2019, of the Inter-Governmental Affairs Committee, be confirmed.

CARRIED

4.0 PRESENTATION – SCHOOL BUS STOP ARM CAMERAS

Councillor K. Oliver introduced Mr. Manny Sousa and Mr. Roberto Rego with Bus Patrol. A presentation relative to the above was provided. Mr. M. Sousa and Mr. R. Rego answered questions from the committee.

Next steps – The key stakeholders will meet to decide next steps; agreed the stakeholders would like additional information regarding the program, the results, costs, officer hours, processes etc.

5.0 RECOMMENDATION TO MERGE ROMA/OGRA CONFERENCE

MOVED BY: Councillor S. Ch'ng
SECONDED BY: Councillor K. Oliver

With respect to the OGRA and ROMA conferences, we recommend that City Council support the merging of the annual conferences;

AND THAT the Intergovernmental Affairs Committee continue to lobby on behalf of smaller municipalities whose attendance at separate conferences may be costly and unattainable;

AND THAT if passed, this resolution be shared with Ontario Good Roads Association (OGRA), Rural Ontario Municipal Association (ROMA), Association of Municipalities of Ontario (AMO), Northern Ontario Municipal Association (NOMA) and Federation of Northern Ontario Municipalities (FONOM).

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

CARRIED

6.0 ENGAGEMENT WITH OUTSIDE BOARDS – 2020 BUDGET

Mr. N. Gale, City Manager provided an update relative to the above-noted.

7.0 NEXT MEETING

The next regular Inter-Governmental Affairs Committee meeting is scheduled for Monday, November 18, 2019 at 12:00 p.m. in the McNaughton Room, 3rd Floor, City Hall.

8.0 ADJOURNMENT

The meeting adjourned at 1:12 p.m.

MEETING DATE 11/25/2019 (mm/dd/yyyy)

SUBJECT City of Thunder Bay Strategic Plan

SUMMARY

At the October 28, 2019 Committee of the Whole (Administration Session), the Deputy City Clerk advised that this item was withdrawn from the agenda by Administration and would be presented at a later date.

Report No. R 72/2019 (City Manager's Office - Corporate Strategic Services) recommending that the "2019-2022 City of Thunder Bay Strategic Plan" be adopted by City Council, re-presented.

Memorandum dated November 7, 2019, from Ms. K. Lewis, Director – Corporate Strategic Services, requesting to make a presentation relative to the above noted.

RECOMMENDATION

With respect to Report No. R 72/2019 (City Manager's Office - Corporate Strategic Services), we recommend that Council approve for adoption the "2019-2022 City of Thunder Bay Corporate Strategic Plan";

AND THAT the "2019-2022 City of Thunder Bay Corporate Strategic Plan" be published on the City's website and available for viewing at City Hall and the Public Library;

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

ATTACHMENTS

- 1 Corporate Report R72/2019
- 2 2019-2022 City of Thunder Bay Strategic Plan
- 3 Community Engagement Report, November 2019
- 4 City's Response to Community Engagement Report, November 2019
- 5 K Lewis memo dated November 7, 2019

Corporate Report

DEPARTMENT/ DIVISION	City Manager's Office - Corporate Strategic Services	REPORT NO.	R 72/2019
DATE PREPARED	10/15/2019	FILE NO.	
MEETING DATE	10/28/2019 (mm/dd/yyyy)		
SUBJECT	City of Thunder Bay 2019-2022 Corporate Strategic Plan		

RECOMMENDATION

With respect to Report No. R 72/2019 (City Manager's Office - Corporate Strategic Services), we recommend that Council approve for adoption the "2019-2022 City of Thunder Bay Corporate Strategic Plan";

AND THAT the "2019-2022 City of Thunder Bay Corporate Strategic Plan" be published on the City's website and available for viewing at City Hall and the Public Library;

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

EXECUTIVE SUMMARY

This Report recommends Council's adoption of the "2019-2022 City of Thunder Bay Corporate Strategic Plan" including the Plan's Strategies and Actions. The Strategic Plan was developed with Members of Council and the Executive Management Team through a series of Non-Business Meetings and community input opportunities.

The City's Strategic Plan guides the decisions and actions of City Council and Administration for the next four years and beyond.

While the "2019-2022 Corporate Strategic Plan" coincides with the term of Council and is a corporate document intended to guide the work of internal Departments and Divisions, its goals are longer term and reflect the community's input. The input and ideas brought forward through the engagement process are documented in Attachment B. The City's response to the feedback is documented in Attachment C.

DISCUSSION

Strategic Plan Development and Engagement

The Strategic Plan outlines the City's priorities for the next four years and beyond. A session was held with Council on November 29, 2018, to gather the feedback. Members of Council heard from residents during the election period and Non-Business Meetings were held on January 14, February 27, and April 4, 2019, for the purposes of strategic planning.

Citizen and stakeholder input were critical in helping to shape the Plan and input was gathered in a variety of ways including:

- Statistically valid 2019 Citizen Survey of 500 residents by Ipsos presented to Committee of the Whole on May 6, 2019;
- Open House Let's Talk Strategy Session on June 4, 2019;
- Online public review from April 30 to June 4, 2019; and
- Written responses from selected Boards and Committees of Council.

The Strategic Planning Community Engagement Report (Attachment B) outlines the broad input received throughout the process. The report includes an overview of themes and ideas generated through the engagement process, many of which are consistent with the themes and ideas from Members of Council and, as such, are reflected in the proposed Strategic Plan.

The City's response to the themes and ideas generated through the engagement are documented in Attachment C. A number of changes were made to the language and format of the draft plan available to the public from April 30 to June 4, 2019. Attachment A is the resulting proposed Strategic Plan.

Approach to Strategic Planning

The Strategic Plan builds on the success of four previous Strategic Plans (The 2004-2006 New Foundation Strategic Plan, the 2007-2010 Building on the New Foundation Strategic Plan, the 2011-2014 Strategic Plan, and the 2015-2018 Becoming our Best Strategic Plan).

With Council's direction, City Manager Norm Gale led a new approach to strategic planning for 2019-2022. The goal was a strategic plan that was more focused, thematic, and streamlined where the strategy is more visible and easily communicated.

Strategic Goals and Actions

The Strategic Plan presents goals under four pillars: Lead, Serve, Build, Renew.

Under each pillar there are strategy statements and specific strategic actions to guide movement toward achieving the long-term goal. As well, there are strategic questions to guide decision making as opportunities emerge.

The Strategies and Actions outlined in the proposed Strategic Plan (Attachment A) provide direction to focus resources and activities.

Communication of the Strategic Plan

The Strategic Plan will be published on the City's website at www.thunderbay.ca/strategicplan and be available for review in person at City Hall and the branches of the Thunder Bay Public Library.

The Strategic Plan will be promoted through the City's communication channels including the website, social media and the MyTBay citizen newsletter.

The Draft Strategic Plan was available for public review from April 30 to June 4, 2019, and comments received by June 4 summarized for City Council for consideration with respect to Report No. R 72/2019 (City Manager's Office - Corporate Strategic Services) at Committee of the Whole on October 28, 2019.

Following the public review, a proposed Strategic Plan is provided that reflects input and refinements to the Plan (Attachment A).

Implementation

The City Manager and Executive Management Team will oversee the implementation of the Strategic Plan and report back to Council on progress against the Implementation Plan on a semi-annual basis starting in June 2020.

FINANCIAL IMPLICATIONS

There are no immediate financial implications associated with the 2019-2022 Corporate Strategic Plan. Future financial implications would be forecasted through the administrative review process and brought forward to Council for approval as required through the annual budget process.

CONCLUSION

It is concluded that the “2019-2022 City of Thunder Bay Corporate Strategic Plan” as developed by City Council and the City’s Executive Management Team should be approved for adoption at the October 28, 2019, Committee of the Whole meeting.

BACKGROUND

Municipal Strategic Planning is an important process to advance the shared goals of the community, Council and Administration. Benefits include more effective resource allocation, a clear focus and direction, a guide for decision making, a sense of accomplishment as milestones are reached, improved communication among Council, Administration and the community, and flexibility to respond to changing community needs. Effective corporate Strategic Plans address „change“ through a rational and structured framework coupled with a dynamic and responsive sense of direction.

Four previous Strategic Plans have guided the actions and decisions of Council and Administration: The 2004-2006 New Foundation Strategic Plan, the 2007-2010 Building on the New Foundation Strategic Plan, the 2011-2014 Strategic Plan and the 2015-2018 Becoming our Best Strategic Plan.

The final report for the 2015-2018 Becoming our Best City of Thunder Bay Strategic Plan was presented to Committee of the Whole on November 26, 2018 with Corporate Report No. R 147/2018 (City Manager’s Office – Corporate Strategic Services).

REFERENCE MATERIAL ATTACHED:

Attachment A – 2019-2022 City of Thunder Bay Strategic Plan

Attachment B – Community Engagement Report, November 2019

Attachment C – City’s Response to Community Engagement Report, November 2019

PREPARED BY: KAREN LEWIS, DIRECTOR – CORPORATE STRATEGIC SERVICES

THIS REPORT SIGNED AND VERIFIED BY: (NAME OF GENERAL MANAGER) Norm Gale, City Manager	DATE: October 17, 2019
---	-------------------------------



ONE CITY,
ALL TOGETHER
2019-2022

Our Vision

Our greatness comes from our unique place in Canada and being one city, all together.

That means partnerships – with the region and with the other institutions, organizations and businesses in our city. We will invite them to work with us to articulate a shared vision.

It also means embracing diversity and creating a culture of respect in our city.

We each have a part to play.

We call on all residents to stand together for a safe, welcoming and respectful Thunder Bay. We ask all residents to work together for a clean, green and beautiful Thunder Bay.

Your city is taking the lead to serve you better.

CITY COUNCIL

Mayor Bill Mauro

Councillors

Albert Aiello
McIntyre Ward

Mark Bentz
At Large

Shelby Ch'ng
Northwood Ward

Andrew Foulds
Current River Ward

Cody Fraser
Neebing Ward

Trevor Giertuga
At Large

Brian Hamilton
McKellar Ward

Rebecca Johnson

Brian McKinnon
Red River Ward

Kristen Oliver
Westfort Ward

Aldo Ruberto
At Large

Peng You
At Large

Our Strategy

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 strong sense of well being and the active lifestyle that sets Thunder Bay apart.

RENEW

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



Taking the
lead to serve
you better

KEY INDICATORS

- Assessment growth
- Building construction – value & permits
- Completion of projects
- Quality of life rating
- Satisfaction with services
- Sense of belonging
- Sense of safety rating
- Value for tax \$ rating

LEAD

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

1. Seek advice from and work collaboratively with our Indigenous partners on deepening our approach to reconciliation to advance our shared commitment to mutual respect, equal opportunity and hope, and advance our commitments under the Thunder Bay Anti-Racism and Inclusion Accord.
2. Collaborate with other institutions and partners in our city to work together to articulate a shared vision.
3. Grow through immigration in partnership with the Community Economic Development Commission and other partners.
4. Develop a neighbourhood strategy to build capacity and support improvements led at the neighbourhood level with a special focus on initiatives that further community safety and well being.
5. Provide opportunities for residents to express their civic pride.

Strategic Questions

- Is this making us more inclusive and equitable?
- Is this building capacity?
- Is this uniting us?

SERVE

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

1. Conduct an independent review of the programs and services the City provides, how it provides them, and recommendations for what to maintain, change, reduce or enhance and propose changes to improve service.
2. Support the review through a public engagement plan that engages stakeholders and considers the service needs of residents and customers along the spectrum from youth to older adults.
3. Identify points of contact with customers to identify better ways of serving that are inclusive and easy to use.
4. Develop an open data platform to make it easier for interested users to engage with City data and create opportunities for engagement.

Strategic Questions

- Is this improving service for residents and customers?
- Is it making best use of technology?
- Is it making it easier for residents to access the services they need and want?

BUILD

Focus on city-building projects that support the strong sense of well being and the active lifestyle that sets Thunder Bay apart.

1. Construct and open a new Indoor Turf Facility.
2. Support construction and opening of a new Thunder Bay Art Gallery to further the ongoing development of a vibrant cultural scene on the waterfront, with a strong economic base.
3. Construct and open the first phase of the Waterfront Trail.
4. Develop a long-term plan for the replacement of Fort William Gardens.

Strategic Questions

- Is this city-building?
- Does it give us more to do and a place for all to enjoy?
- Is it affordable and sustainable?

RENEW

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

1. Develop the asset management plan to reflect sustainability goals and make it available in plain language.
2. Revitalize the downtown cores in partnership with the Business Improvement Areas and other stakeholders with a special focus on strategic investments such as addressing the future of VictoriaVille and initiatives that further community safety and well being.
3. Rehabilitate Boulevard Lake Dam.
4. Focus our beautification efforts to make significant progress on implementing the Image Route Plan.
5. Promote, both inside and outside Thunder Bay, our many attractions, parks, facilities, services and innovative product development to encourage use.

Strategic Questions

- Is this taking care of what we have in ways that are adaptive, resilient, clean, green and beautiful?
- Is this filling in our cores?
- Will we be safer and feel safer?
- Does this further our commitments to environmental leadership?
- Does this support walkability, active transportation and complete streets?

STRATEGIC PLANNING CONTEXT

The City of Thunder Bay is also guided by many other plans and policies including:

ECONOMY

City of Thunder Bay
Official Plan
Community Partnership
Policy
Comprehensive Zoning
By-Law
Long-Term Tax Strategy
Mining Readiness
Strategy
Renew Thunder Bay
Strategic Infrastructure
Plan
Strategic Action
Plan - Thunder Bay
Community Economic
Development
Commission
Synergy North Strategic
Plan
TBayTel Strategic Plan
Thunder Bay Event
Centre
Tourism Marketing
Product Development
Plans

LIFESTYLE

Accessibility Plan
Age Friendly City
Services Action Plan
Community Safety and
Well-Being Strategy
Food Charter
Healthy Canteen Menus
Immigration Portal
Indigenous Liaison
Action Plan
Inspire Thunder Bay
Culture Plan
Overcoming Racism and
Discrimination: A Plan
for Action
Parks Planning
Poverty Reduction
Strategy
Recreation and Facilities
Master Plan
respect. Initiative
Senior Charter
Strategic Master Fire
Plan (In Development)

Superior North EMS
Strategic Plan (In
Development)
Thunder Bay Drug
Strategy
Thunder Bay and Area
Food Strategy
Transit Master Plan
Transit Route
Optimization Plan (In
Development)

ENVIRONMENT

Active Transportation
Plan
Clean Green and
Beautiful Policy
Climate Adaptation
Strategy
Corporate Energy
Management Plan
EarthCare Sustainability
Plan
Solid Waste
Management Strategy
Stormwater Master Plan
Tax Sale Vesting Policy

Transportation Master
Plan
Transportation Demand
Management Plan
Urban Design and
Image Route Guidelines
Urban Forest
Management Plan

GOVERNANCE

Asset Management Plan
Long-Term Financial
Plan
Multi-Year Corporate
Review Process
Public Engagement
Framework
Solid Waste Financial
Plan
Wastewater System
Financial Plan
Water Authority
Financial Plan

EXECUTIVE MANAGEMENT TEAM

Norm Gale
City Manager

Linda Evans
General Manager, Corporate
Services & Long-Term Care/
Treasurer

Kerri Marshall
General Manager,
Infrastructure & Operations

Kelly Robertson
General Manager, Community
Services

Mark Smith
General Manager, Development
& Emergency Services

Karen Lewis
Director, Corporate Strategic Services

Maureen Panizza
Director, Human Resources &
Corporate Safety

Inquiries may be directed to:

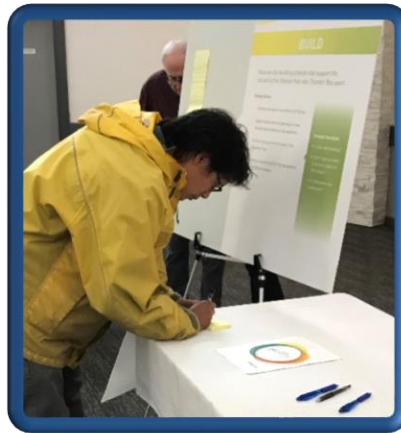
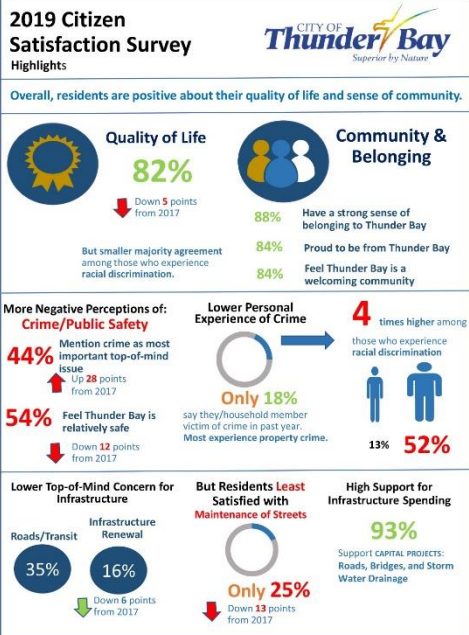
The City of Thunder Bay, City Manager's Office, City Hall, 2nd Floor,
500 Donald Street East, P.O. Box 800 Thunder Bay ON P7C 5K4



Community Engagement Report

2019 – 2022 Corporate Strategic Plan





LET'S TALK STRATEGY

PUBLIC OPEN HOUSE

We want your input on the City's 2019-2022 Corporate **Strategic Plan** and 2020 City **Budget**! Tell us what is important to you and learn more about Council's priorities.

- Hear from Mayor Bill Mauro at 6:30 pm
- Walk through stations to review and give your ideas on the draft Strategic Plan
- Share your priorities for the 2020 City Budget
- Meet members of City Council and Administration



LEARN MORE



HAVE YOUR SAY

Tuesday, June 4

6:30 - 8 pm, Doors open at 6 pm

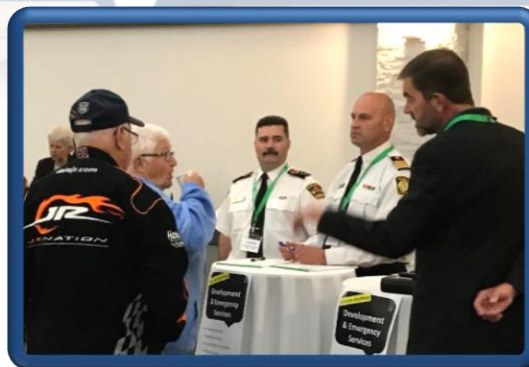
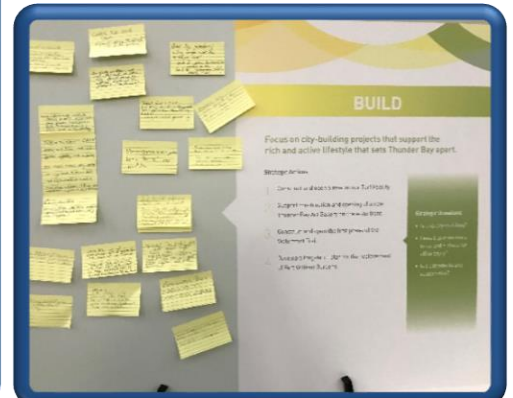
Italian Cultural Centre, Mediterranean Room
132 Algoma St. S.

Bus Routes: 2 Crosstown, 3 Memorial, 9 Junot,
11 John or 13 John-Jumbo

For more information, or if you require accessibility accommodation, contact Jodi Wright at 625-2438

thunderbay.ca/getinvolved

CITY OF Thunder Bay
Superior by Nature



Take the Draft Strategic Plan Survey

City Council wants your input on the City's 2019-2022 Corporate Strategic Plan. Tell us what is important to you.

Do you agree with the priorities City Council has outlined in the Draft Strategic Plan? *

☒ Yes ☐ No

If yes, please explain. Do you have any additional comments?

If no, please explain. Do you have any suggestions or comments?

Do you have any questions about the guiding strategies of the Draft Plan (Lead, Serve, Build and Renew)? *

☒ Yes ☐ No

If yes, please explain.

Guiding Strategies

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.

Additional comments or questions:

Cancel

Submit

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Summary

The City of Thunder Bay engaged with the public regarding the 2019 – 2022 Corporate Strategic Plan that outlines City Council's priorities and initiatives for the next four years and beyond. The Plan guides the actions of City Council and Administration, and asks strategic questions as new opportunities are considered.

Citizen input is important to help shape the draft Plan. Citizens were engaged in a number of ways to provide comments and questions. This feedback has been captured within this Report. The feedback was taken into consideration as the draft Plan was finalized.

From April 30 – June 30, 2019, the draft Plan was posted online at www.thunderbay.ca/GetInvolved for public review and citizen comment through an online survey. Through the use of traditional media outlets, social media promotions, website features, and direct email communications to City Committees and community partners, citizens were encouraged to visit the page and complete the survey. The webpage was viewed 861 times, and 38 surveys were completed.

On June 4, 2019, 43 citizens attended a Public Open House at the Italian Cultural Centre. The event invited citizen feedback on the draft Plan and the 2020 City Budget. There were interactive feedback stations, general comment forms, and in-person discussions with City Administration available at the event.

During the review period two letters were also received from the Thunder Bay Chamber of Commerce and EarthCare Advisory Committee providing their feedback.

The results from the 2019 Citizen Satisfaction Survey conducted by IPSOS from April 2 – 16, 2019 were also taken into consideration as the Plan was developed.

Resulting changes are summarized in the document City's Response to Community Engagement Report on Draft Strategic Plan, September 2019.



Emerging Themes

Based on the feedback gathered through the open house and online survey submissions, there is an overall sense of agreement with the direction of the draft Plan.

Below are the emerging topics that citizens felt were under-represented in the draft Plan. The frequency of occurrence in the public feedback is shown in brackets.

The verbatim comments of citizen feedback can be read in the subsequent sections of this Report. Minor edits have been made for spelling and reference to identifiable individuals.

Emerging topics:

- Need to address and focus on the socio-economic challenges facing our City. This includes homelessness, addiction, gangs, poverty, and access to education and programming. (11)
- More focus and investment on youth and youth programming. (9)
- Clear focus on leadership and commitment to climate change and environmental stewardship. (7)
- Nurture strong neighbourhoods and communities at a neighbourhood strategy level – building community partnerships and having community-led programming. (7)
- More focus on Indigenous relations, addressing racism and systemic racism, removing barriers to equity for all residents and focusing on reconciliation. (6)
- Focus on supporting seniors, a growing part of the Thunder Bay population. Help them to stay in their homes longer. (5)
- Bike lanes, paths, and walkability are important in Thunder Bay. (5)
- Focus on a multi-purpose facility that incorporates arts, hockey, and turf activities rather than different stand alone facilities for each. (4)
- Take down VictoriaVille. (3)
- Focus on safety and addressing crime in our city. (3)
- Protect the City's essential emergency services. (3)

Other items for consideration garnered from the citizen engagement activities include:

- The term “Rich” under Build suggests a “Rich Lifestyle” and does not sound inclusive. Consider changing this wording.
- The Plan may be challenging to measure and communicate because it is very broad. How do you track the metrics of success?
- Letter of input from the Thunder Bay Chamber of Commerce (pages 24-27) suggests various revised wording including focus on private sector, and letter from the EarthCare Advisory Committee (page 29) suggests incorporating EarthCare Sustainability Plan, Climate Adaptation Strategy, and Community Energy Plan.



Open House Feedback: Strategic Plan Stations

Open House Feedback – Strategic Plan Stations

On June 4, 2019, 43 citizens attended a Public Open House at the Italian Cultural Centre. The Open House invited citizen feedback on the 2019 – 2022 Corporate Strategic Plan and 2020 City Budget. The following feedback was provided on each of the four priority areas of the Draft Strategic Plan.


LET'S TALK STRATEGY

PUBLIC OPEN HOUSE

We want your input on the City's 2019-2022 Corporate **Strategic Plan** and 2020 City **Budget**! Tell us what is important to you and learn more about Council's priorities.

- Hear from Mayor Bill Mauro at 6:30 pm
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LEARN
MORE



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LEAD

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

1. Seek advice from our Indigenous partners on deepening our approach to reconciliation to advance our shared commitment to mutual respect, equal opportunity and hope.
2. Partner with other institutions, organizations and businesses in our city to work together to articulate a shared vision.
3. Grow through immigration in partnership with the Community Economic Development Commission.
4. Develop a neighbourhood strategy to build capacity and support improvements led at the neighbourhood level with a special focus on initiatives that further community safety and well being.
5. Provide opportunities for residents to express their civic pride.

Strategic Questions

- Is this making us more inclusive and equitable?
- Is this building capacity?
- Is this uniting us?



LEAD

Neighbourhoods know what works best for them. Agreed!

Seek and act on advice from our Indigenous partners. ...continue in the tradition of recognizing the land we occupy...

Support neighbourhood-led programming like Evergreen A United Neighbourhood to strengthen neighbourhood connections and build capacity among youth in Thunder Bay.

Indigenous people are our largest source of migrants to city, improve their economic opportunities, strategy to tackle racism, build walkable mix-use, mix income neighbourhood.

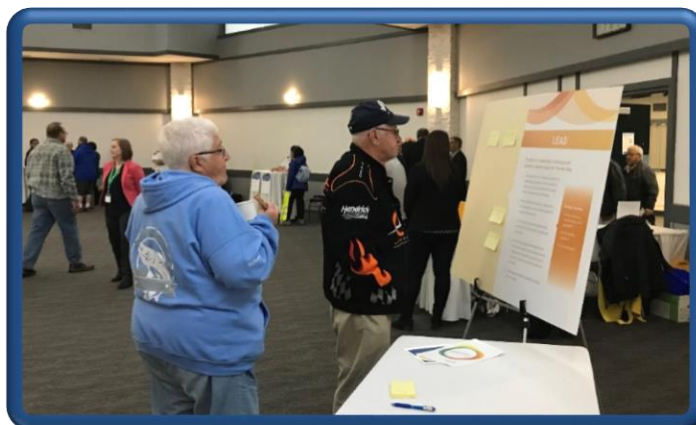
The City should focus on sports tourism. We have such a rich history of event hosting. Possibly become a Centre of Excellence for Indigenous sport – could serve as a reconciliation piece.

Mayor should stop complaining about Thunder Bay being singled out by the media and instead take constructive steps to build bridges with the Indigenous community.

Agreed! The well being of Indigenous people and the integrity of non-Indigenous/Indigenous relations is the #1 absolutely most important.

Focus on forming partnerships with neighbouring area reserves for economic and social programming.

Use triple bottom line leadership: economy, social, environment.



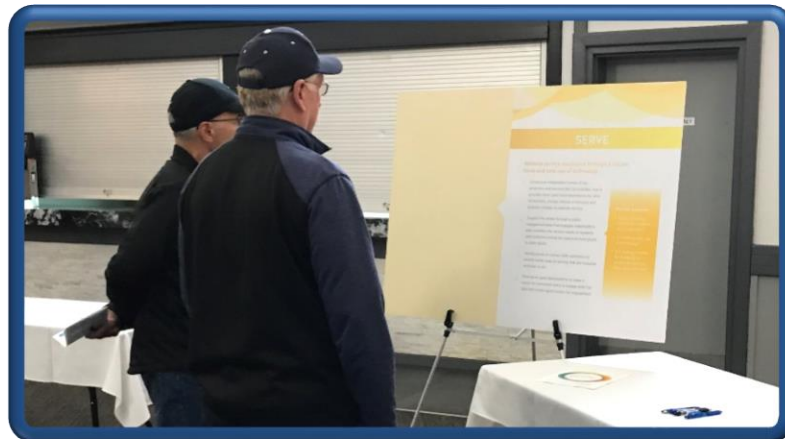
SERVE

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

1. Conduct an independent review of the programs and services the City provides, how it provides them, and recommendations for what to maintain, change, reduce or enhance and propose changes to improve service.
2. Support the review through a public engagement plan that engages stakeholders and considers the service needs of residents and customers along the spectrum from youth to older adults.
3. Identify points of contact with customers to identify better ways of serving that are inclusive and easy to use.
4. Develop an open data platform to make it easier for interested users to engage with City data and create opportunities for engagement.

Strategic Questions

- Is this improving service for residents and customers?
- Is it making best use of technology?
- Is it making it easier for residents to access the services they need and want?



Remember the importance of youth programming. Access to a supportive environment for low income youth makes a difference that can't be quantified in dollars and cents. Community-led programming is vital for a safe, healthy and prosperous city.

Focus on youth programs for future

I'm surprised that the city budget only allows 1.8% on senior services. It should be more as seniors are increasing in Thunder Bay.

Services for seniors to remain at home should be enhanced.

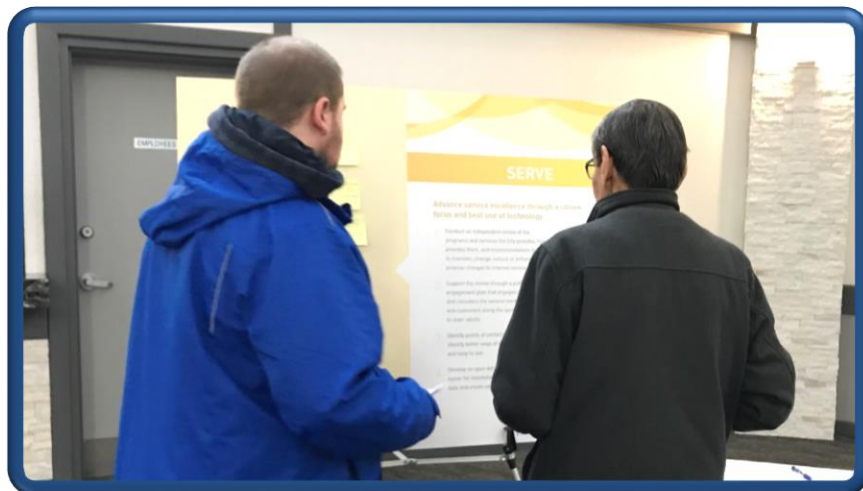
Spend more \$ on social services to assess and address issues early on instead of throwing \$ when it's too late.

Core services review is BUNK. Municipalities need to provide services to all who live here. Core services level the playing field for everyone.

Emergency services are important. I do not want to see reductions.

Please focus resources on the greatest need: Basic needs like food, housing, health and education (formal and informal, including libraries and recreation)

Make the Community Auditorium accessible financially to local theatre and music. Make free tix available to lower income folks. We need to build strong communities.



BUILD

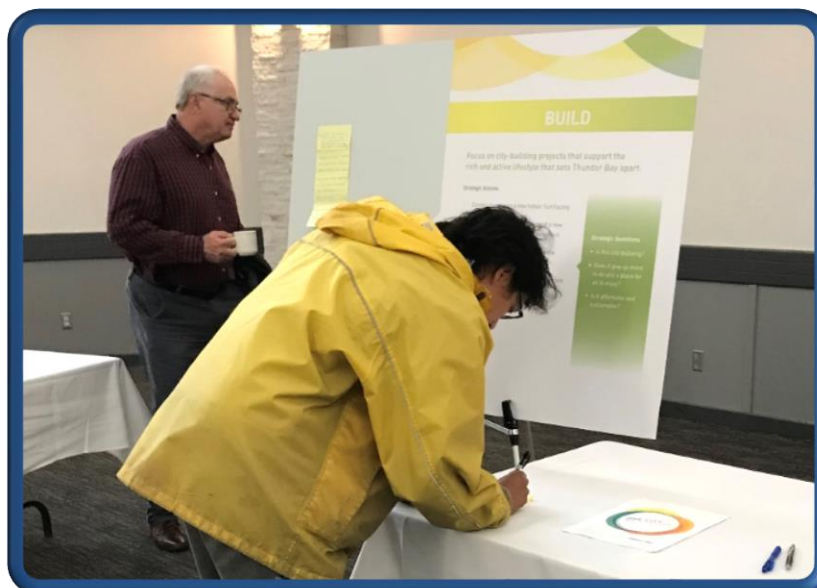
Focus on city-building projects that support the rich and active lifestyle that sets Thunder Bay apart.

Strategic Actions

1. Construct and open a new Indoor Turf Facility.
2. Support construction and opening of a new Thunder Bay Art Gallery on the waterfront.
3. Construct and open the first phase of the Waterfront Trail.
4. Develop a long-term plan for the replacement of Fort William Gardens.

Strategic Questions

- Is this city-building?
- Does it give us more to do and a place for all to enjoy?
- Is it affordable and sustainable?



BUILD

Future of VictoriaVille. Tenants moved to County Fair Mall or Arthur Street Mall. Tear down VictoriaVille. Enough malls in the City.

Safer bike lanes please, especially along Memorial. It is so dangerous!

One of the questions we need to ask is does this build serve to attract business and people (tourism)

Suggest that not all building be at Waterfront. Utilize other building areas. Very limited parking.

Build the pedestrian/cycling bridge over the McIntyre River. Good for active transportation, quality of life. Good for community safety around river.

Partner to replace FW Gardens or possibly re-purpose Gardens as a social services hub.

Build low income housing for the homeless. Build safe injection sites. Encourage densification. Remove minimum parking requirements.

New indoor turf facility is really, really important – more people participate in footy-football (soccer) than any other sport in Thunder Bay! Thunder Bay Art Gallery on the water? Great! Waterfront Trail – important. Gardens definitely needs replacing. But more than anything, our city needs to remember that infrastructure is more than roads & sewers (and they are important) – parks & rec and walking are really important. Our city needs to be more walkable and people need to feel safer riding their bicycles.

In 2023 and 2024 we should be focusing on a new event centre. Focus right now on indoor turf facility.

Item #1, I do support the concept but the price tag is 3x too high. Economic arguments are not valid.

Item #2 is a complete contradiction to item #2 in Renew. Forcing the concept of an art gallery at the waterfront is counterproductive to renew.

Use a climate mitigation lens for all new builds.

Art centre should not be rebuilt. New sports plex – with the industry breaking down and more seniors needing care, who is going to pay to go to a sports plex?

“Support the rich” does not sound right to me LOL. I strongly believe we need to support those who can’t afford paying programs, especially youth and seniors.

Boardwalk from Marina Park to Kam River boardwalk.

Improve walkability of neighbourhoods and support neighbourhood based programming. More sidewalks, more parks programming.



RENEW

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

1. Develop the asset management plan to reflect sustainability goals and make it available in plain language.
2. Revitalize the downtown cores in partnership with the Business Improvement Areas and other stakeholders with a special focus on strategic investments such as addressing the future of VictoriaVille and initiatives that further community safety and well being.
3. Rehabilitate Boulevard Lake Dam.
4. Focus our beautification efforts to make significant progress on implementing the Image Route Plan.
5. Promote – inside and outside Thunder Bay – our many attractions, parks, facilities and services and innovative product development to encourage use.

Strategic Questions

- Is this taking care of what we have in ways that are adaptive, resilient, clean, green and beautiful?
- Is this filling in our cores?
- Will we be safer and feel safer?



RENEW

Improve walkability in neighbourhoods and support youth programming in areas that need it. Sidewalks on both sides of McKenzie St.

What can be done to save VictoriaVille and increase small business?

Let the giant wake. Laser-projection light show. 50th Anniversary.

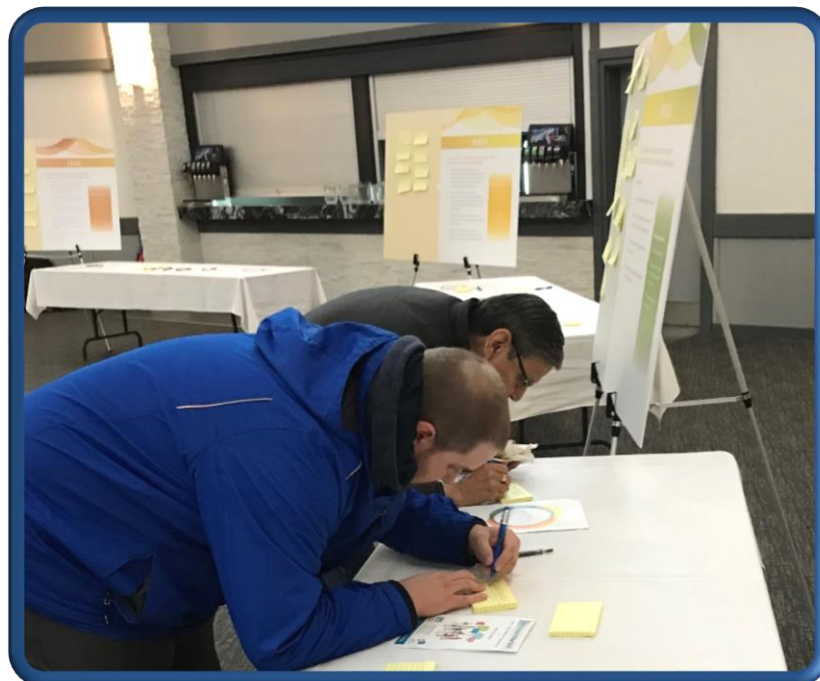
If #2 has any validity then you must use the old Eaton's building for an art gallery.

Better up keep of current assets and infrastructure.

Poor roads

VictoriaVille needs to come down to revitalize the south core.

VictoriaVille? What's happening? Parking problems? St. Joe's parking problem.



Open House Feedback: General Comments

Open House – General Comments Related to the Draft Strategic Plan

At the Public Open House, general comment forms were also available to provide additional feedback. See the comments below:

General Comment Forms

Roads & sewers are important, but recreation & culture (including library) are equally important. Good communities value the residents & look after them to provide a better life.

Continue to engage citizens in environmental initiatives through EarthCare. Increase climate resilience.

Use GHG emissions and urban tree cover as key performance indicators.

Anti-Indigenous racism must be addressed – acknowledging the land is only one, but an important piece of that.

The plight of senior citizens who have lost their indexing from working at the Mill and now are on very limited funds are being ignored by the City. Taxes are becoming extremely difficult to meet. They have gone up 83% over the past 15 years. Many seniors, like myself, will be losing their homes because they cannot keep up. A senior who has worked hard all their life should not lose their home because of taxes.

Another big problem for this City is the loss of industry. Nothing is produced in our City any more and there are no jobs. The city needs factories for people to work. The City needs to bring back industry to Thunder Bay.

Our senior citizens are in need of help and are falling by the wayside and their concerns are being ignored by the City.



Submitted Letters of Input

Submitted Letters of Input

Two letters were submitted with feedback on the draft Strategic Plan during the public review period. There were from The Thunder Bay Chamber of Commerce and EarthCare Advisory Committee. These letters have been included verbatim below.

Letter from the Thunder Bay Chamber of Commerce



stronger business together

June 12, 2019

Mayor & Council
City of Thunder Bay
Via individual email

Dear Mayor Mauro & Members of City Council:

CITY OF THUNDER BAY STRATEGIC PLAN

The Thunder Bay Chamber of Commerce welcomes this opportunity to provide our feedback on the One City, All Together 2019-2022 Strategic Plan. We commend Council on recognizing the importance of a guiding document that outlines strategic directions for this four-year term of Council.

In 2018, the Thunder Bay Chamber consulted with our Members and the broader community to identify factors limiting our city's ability to provide opportunity for its citizens. We created the City of Opportunity platform (www.tbchamber.ca/sayyes) which outlines three pillars of a strong, resilient community and offers ten actions designed to support the development of opportunities in the community of Thunder Bay. All members of City Council expressed support for and commitment to the City of Opportunity platform during the election campaign.

We have used the City of Opportunity actions as a lens for our review of the proposed One City, All Together Strategic Plan and are pleased to provide our recommended revisions to strengthen and enhance the City Strategic Plan.

I welcome the opportunity to speak with you to discuss our recommendations and can be reached at charla@tbchamber.ca or 624-2620.

Thank you for your consideration of our recommendations.

Best regards,

A handwritten signature in black ink that reads 'Charla Robinson'. The signature is written in a cursive, flowing style.

Charla Robinson
President

Enclosure: Feedback on City Strategic Plan

c. Norm Gale, City Manager

Thunder Bay Chamber of Commerce
Feedback on City of Thunder Bay Draft Strategic Plan

LEAD

City Original Wording	Chamber suggested revisions
1. Seek advice from our Indigenous partners on deepening our approach to reconciliation to advance our shared commitment to mutual respect, equal opportunity and hope	1-Work collaboratively with our Indigenous partners to position Thunder Bay as a national leader in reconciliation with Indigenous peoples.
2. Partner with other institutions, organizations and businesses in our city to work together to articulate a shared vision	2-Partner with local institutions, organizations, businesses and community members to articulate a holistic vision for transportation infrastructure, economic growth, workforce development, social development, and environmental goals which can be realized by 2040.
3. Grow through immigration in partnership with the Community Economic Development Commission	3-Create a comprehensive strategy to attract and retain a labour force that will enable Thunder Bay to meet the demands of our evolving workforce and to grow our community.
4. Develop a neighbourhood strategy to build capacity and support improvements led at the neighbourhood level with a special focus on initiatives that further community safety and well being.	4-Facilitate and encourage the creation of walkable, mixed-use, mixed-income neighbourhoods, leading to more physically active residents, safer streets, vibrant local businesses and a greater sense of pride and identity.
5. Provide opportunities for residents to express their civic pride	5-Become a national leader in citizen engagement with regular, meaningful and democratic processes for the planning and implementation of city goals and operations.

SERVE

City Original Wording	Chamber suggested revisions
1. Conduct an independent review of the programs and services the City provides, how it provides them, and recommendations for what to maintain, change, reduce or enhance and propose changes to improve service.	1 – Conduct an independent review of the programs and services the City provides and how it provides them with recommendations on revisions to service levels & offerings, and support the review through a public engagement process that involves outreach to all stakeholders with special consideration of the needs of marginalized and vulnerable communities.
2. Support the review through a public engagement plan that engages stakeholders and considers the service needs of residents and customers along the spectrum from youth to older adults	
3. Identify points of contact with customers to identify better ways of serving that are inclusive and easy to use	2 – Engage in a comprehensive review of the workflow of all services that have a public facing component and implement strategies to streamline paperwork, reduce red tape, simplify processes, make forms plain language and accessible, and inspire a culture of 'yes' within City departments
	3 – Develop robust customer service standards for all public facing City services, which are published in transparent and accessible plain language formats and seek efficiencies in processes wherever possible.
4. Develop an open data platform to make it easier for interested users to engage with City data and create opportunities for engagement	4-Develop an open data platform to make it easier for interested users to engage with City data and create opportunities for engagement, and collaborate with the private sector to enable access to online services.
	5 – Create a plan for strategic investments in social services that will have the largest impact in reducing crime and poverty over the long term.

BUILD

City Original Wording	Chamber suggested revisions
1. Construct and open a new Indoor Turf Facility	1 – Develop and implement a solution for the shortage of indoor sports and recreation facilities.
2. Support construction and opening of a new Thunder Bay Art Gallery on the waterfront	2 – Support the development of a vibrant cultural scene on the waterfront with a strong economic base.
3. Construct and open the first phase of the Waterfront Trail	3 – Expand the City's multi-use trails to maximize usage as an Active Transportation corridor.
4. Develop a long-term plan for the replacement of Fort William Gardens.	4- No change
	5 – Adopt and implement a 'Housing First' approach to addressing homelessness and invest in permanent, long term solutions to homelessness and affordable housing in Thunder Bay.

RENEW

City Original Wording	Chamber suggested revisions
1. Develop the asset management plan to reflect sustainability goals and make it available in plain language.	1-no change
2. Revitalize the downtown cores in partnership with the Business Improvement Areas and other stakeholders with a special focus on strategic investments such as addressing the future of VictoriaVille and initiatives that further community safety and well being	2 –Incentivize the revitalization of the downtown cores in partnership with business and community stakeholders through implementation of strategic funding support and strategic reforms that further economic development, community safety and well being.
3. Rehabilitate Boulevard Lake Dam	3-no change
4. Focus our beautification efforts to make significant progress on implementing the Image Route Plan	4 – Engage in strategic consultations with the local business and landlord community to determine how to renew and revitalize commercial and residential building stock to best support small business and the creation of affordable housing.
5. Promote – inside and outside Thunder Bay – our many attractions, parks, facilities and services and innovative product development to encourage use	5 – Invest in the beautification of the City including supporting the growth of the urban canopy and public art, and implement proactive strategies to reduce waste, encourage recycling and composting and improve the cleanliness of all city streets.

Letter from the EarthCare Advisory Committee

Dear Corporate Strategic Services

The EarthCare Advisory Committee of Council, at its June 4, 2019 meeting, passed a resolution to provide recommendations to Corporate Strategic Services for the development of the 2019-2022 Corporate Strategic Plan, which outlines the City's priorities and initiatives for the next four years and beyond.

The EarthCare Advisory Committee continues to champion the EarthCare Sustainability Plan and Climate Adaptation Strategy. The EarthCare Sustainability Plan was adopted by City Council in 2014. The plan is part of the City's commitment to reduce greenhouse gas (GHG) emissions and to create a more sustainable, livable, and climate-resilient city. The EarthCare Sustainability Plan is the result of actively sought and valued public engagement and participation. The plan takes an integrated approach to promoting a more sustainable community with stronger focus on climate adaptation. The EarthCare Advisory Committee would like the City of Thunder Bay to continue implementing the Sustainability Plan and incorporating sustainability throughout city departments. In the Corporate Strategic Plan, due consideration should be made to recognize the EarthCare Sustainability Plan as a major contributor to creating a clean, green, and beautiful Thunder Bay.

The Climate Adaptation Strategy was adopted by City Council in 2015. The focus of the Climate Adaptation Strategy is to build on the City's existing strengths and align current resources to increase the resilience of the Corporation from a strategic perspective. The committee would like to see stronger recognition throughout the Corporate Strategic Plan to uphold the principles of building a climate-ready and resilient city.

Recognition for climate adaptation and sustainability best practices within the Corporate Strategic Plan could include but are not limited to stormwater best management practices, complete streets, image routes, and urban design guidelines. In addition, the Corporate Strategic Plan should guide all new development to be reviewed through climate adaptation and sustainability lenses.

All forms of energy have environmental impacts, especially those produced from fossil fuels. Fossil fuels impact our air and water quality, as well as produce greenhouse gas (GHG) emissions impacting our climate. It is important to reduce our use of fossil fuels, to build a green energy future and reduce greenhouse gas emissions. Starting in 2019 EarthCare will be leading the community in the creation of a Community Energy Plan. The EarthCare Advisory Committee recommends placing emphases on decreasing community-wide GHG emissions within the Corporate Strategic Plan as well as reporting GHG emissions and urban canopy cover as key indicators of success.

We hope that the City will consider these recommendations.

On behalf of the Advisory Committee,
Councillor Andrew Foulds, Chair

Online Survey Results

Online Survey Results

An online survey was available from April 30 – June 30, 2019, at www.thunderbay.ca/GetInvolved

The webpage was viewed 861 times, and 38 surveys were completed to provide feedback. The survey results and verbatim citizen comments are shown below.

Take the Draft Strategic Plan Survey

City Council wants your input on the City's 2019-2022 Corporate Strategic Plan. Tell us what is important to you.

Do you agree with the priorities City Council has outlined in the Draft Strategic Plan? *

☒ Yes ☐ No

If yes, please explain. Do you have any additional comments?

If no, please explain. Do you have any suggestions or comments?

Do you have any questions about the guiding strategies of the Draft Plan (Lead, Serve, Build and Renew)? *

☒ Yes ☐ No

If yes, please explain.

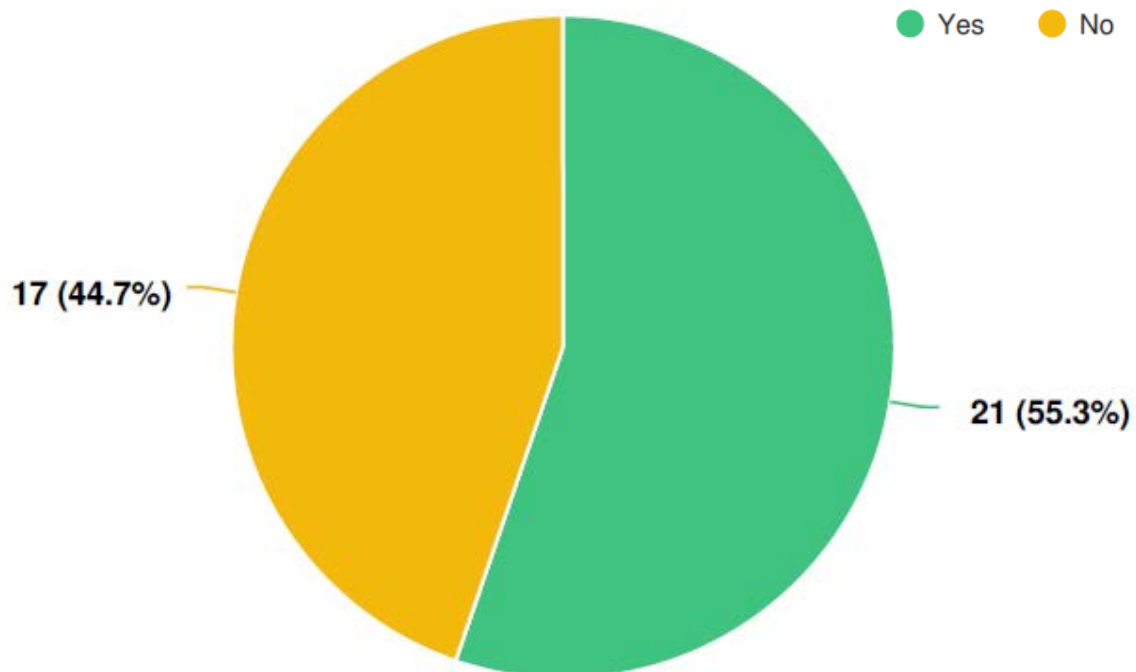
Guiding Strategies

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.
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Additional comments or questions:

[Cancel](#) [Submit](#)

Q1. Do you agree with the priorities City Council has outlined in the Draft Strategic Plan?



Yes: 55.3%

No: 44.7%

Q1 a. If no [you do not agree with the priorities in the Draft Plan], please explain. Do you have any suggestions or comments?

I believe strongly that one of our key priorities should be to address systemic racism, through the new Anti-racism and Inclusion Accord. This needs to be done using a human rights and equity lens.

We need to ensure that we are creating equitable access to opportunities and services to remove barriers and support best practices to achieve access and equity for all residents.

We need to prioritize reconciliation and decolonization efforts if we truly want to move forward...all together, Maamawe.

This completely lacks any vision for the future of our City. Let's look to be leaders as a sustainable (economic, environmental, social) City. Build on the successful discussion and pilots around Strong Communities/Strong Block. Let's add to the proposed basic pillars with strategic directions like:

Meaningful Reconciliation and Indigenous Relations
Affordable Housing
Health and Well-Being
Climate Leadership and Environmental Stewardship
Sustainable Transportation
Strong, Liveable Neighbourhoods

Lets make Thunder Bay a thriving, inclusive and happy city that is strong and where people connect.

There is a lack of economic development initiatives and no emphasis on supporting existing industry.

You must cut spending, taxes are high and service per dollar is low. My taxes have increased over 1000 in the last, 4 years. Shame on this city and its leaders, you've failed its citizens.

I don't believe that this city can afford to support a stand-alone art gallery. This is not a city that houses the Louvre of the North. Consider a multiplex facility that would support sporting events (hockey, Curling - Brier, Scotties), an art gallery, reception space, concerts, etc. Make this a crown jewel to generate money & attract visitors to our city - something a standalone art gallery will not do.

Many of the priorities don't set much of a direction for the city, and some seem to be more of a list of projects (indoor turf, Boulevard Lake dam, Fort William Gardens, waterfront trail completion) rather than a strategy.

Do not agree with the Indoor Turf facility. Should maintain/update Dease pool and the Conservatory rather than cater to very affluent families. The children who use Dease pool are often low income and really need a free place to spend time that is constructive. This plan and council have abandoned those children.

Do not agree with spending the money on a new Art Gallery- fix up the Conservatory so it can open entirely again. Refresh Centennial park so it offers sleigh rides again and is promoted and perhaps treated/staffed as a heritage park.

Renew the Train station as a heritage site on the North side of town.

Something new is not always the solution.

We need Boulevard and Chippewa fixed...

I do not agree that we need an indoor turf facility. There are other recreation options I would rather spend money on that are more accessible. To me, that does not reflect the values of an inclusive space - it will mostly be for upper and middle class residents. We need more activities for people that are accessible to all socio-economic groups.

Large new builds are not in the budget with the cuts being made to our funding from the Provincial Government.

We cannot afford to build new facilities while neglecting existing, basic infrastructure that has deteriorated to the point where we are doing entire re-builds and damaging the vehicles of the motoring public. It is a path or irresponsible spending that will make Thunder Bay even less competitive as taxes are pushed ever higher.

The build part is not needed. Thunder Bay is declining and you have to fix what we have not build new stuff it should be attract not build as in attract private sector companies here to set up shop. Fight to get Costco, giant tiger, etc. here. Maybe convince a hotel chain to build a water park theme hotel (like the edge or great wolf lodge) there isn't enough here for youth and young families.

Unable to open and read the plan. My input on priorities is increasing public transportation routes and hours, improving the quality of the environment and culture in the downtown cores of the city, acknowledge that crime is prevalent and keep it in the forefront of discussions - keep the issue of criminal activity a talking point, and don't try and mask it with socio economic issues - crime is crime -once you address that, people will be happier - people hate hearing about criminals having excuses for the actions.

Our city struggles with homelessness, addiction, gangs, mental health, poverty and low levels of education which need to be addressed as equally as a new turf building and art gallery

Why are we looking for a turf facilities and a hockey rink separate. Why not have one facility for both. Only one building to maintain.

A new indoor turf facility is not a priority. Revitalize and use an existing facility.

Q1 b. If yes [you agree with the priorities in the Draft Plan], please explain. Do you have any additional comments?

In addition to revitalizing the downtown cores, please change the lighting to high brightness LED. The majority of street lights are High Pressure Sodium and they do not emit a clean, bright light. Many people feel unsafe in the cores at night and downtown PA does not look visually attractive after the twilight hours are over.

First I must share that it should be noted this is not an anonymous survey. You have our postal code. You know who we are by where we live. I have no problem with that - but you should be up front.

Working with the Indigenous community is only mentioned once - in the Lead category. It should be in EVERY category. And where is there a category to PROTECT? Many communities across Canada - 22 municipalities have committed to addressing Climate Change. There is nothing in any of the priorities that specifies that as an action item. And where are the young people. Its them who will inherit what is left and will go on to govern and manage this City in the Future - they should be an integral part of the Strategic Plan and priorities! A liveable City - into the future for all ages.

I like it. I wonder though, if some of the objectives will be hard to measure or communicate because they are so broad. I love the outdoors and it was nice to see the emphasis on improving the trail and parks. Our family spends a lot of time in those spaces. I also liked how you plan to partner with existing organizations and the First Nations Leaders, to make sure you are all aligned in your priorities. That's huge! Way to go!

Although the word safety is embedded in the plan, I don't see a clear strategy on this topic. I think it requires a bolder approach. And a large coalition amongst the various stakeholders.

Needs more about making this a welcoming city for Indigenous and International students. A huge resource to rest of plan.

I like the priorities outlined in the plan, the only item I don't fully agree with is the need for a publicly funded art gallery on the waterfront.

I would like to emphasize inclusivity that ensures that all people living in Thunder Bay regardless of economic status are given supports and opportunities to improve their well being.

I am most interested in the idea of a neighbourhood strategy, but would like to see funding for this reflected somewhere in the build or renew strategic areas.

I think these are positive goals that fit the priorities previously expressed. I believe they will require reprioritizing in response to the provincial changes to funding, and to be proactive in addressing increasingly severe consequences of climate change.

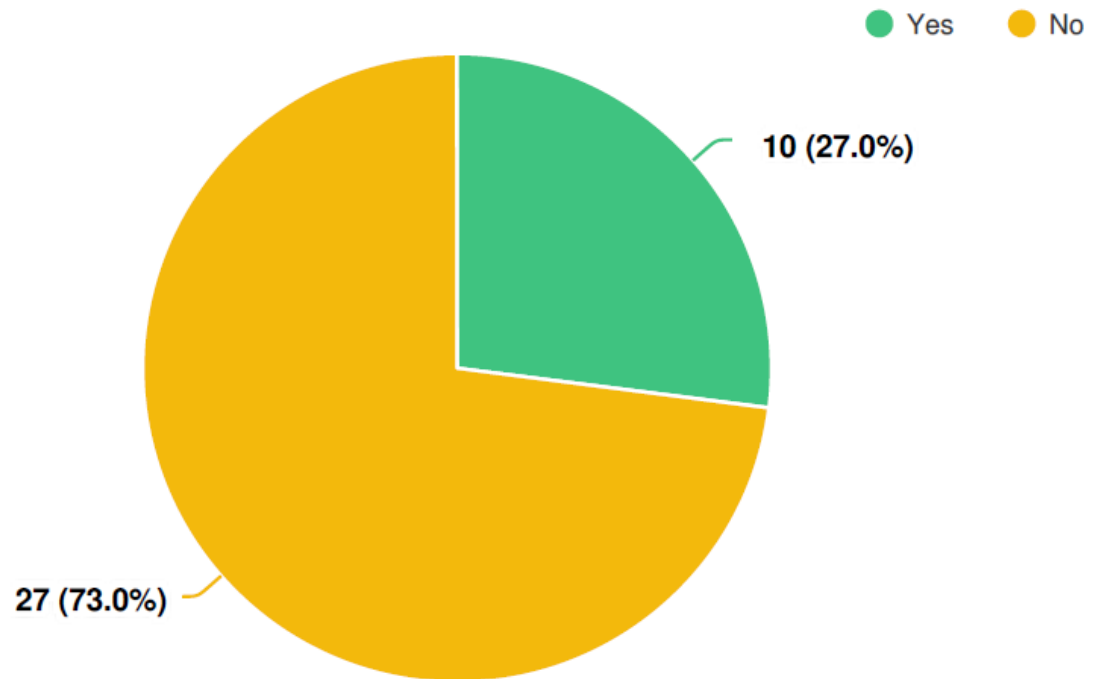
The plan looks great if implemented properly and kept up to date. I think we could have an amazing city (there is so much potential here but it certainly isn't being capitalized on) but currently I have to say it is depressing driving through this city. We pay lots of taxes but I sure don't see where they are going. Our city is dirty, roads are a mess, too many run down buildings, empty lots. There should be tax incentives for people to clean up their properties, as well as fines for people who do not do so. Make people accountable who don't and incentivize those who do. Fix our roads. Also current bicycle paths are dangerous for everyone. Provide more walking/cycling paths like the one on golf links. One side of the street have sidewalks. Other side have paths. This s/be done everywhere. People would use them and it would be safe for pedestrians and drivers and cyclists etc. And they are beautiful. Also city leaders and aboriginal leaders need to start working together to identify what issues and concerns and problems currently exist and work together to make Thunder Bay safe and welcoming for everyone regardless of race, gender etc. - people are people. Work together and everyone wins! Also make it possible for investors to come and invest in our city. Study other cities that have turned themselves around and learn from them.

I'd like to see Mountain Road replaced WITH a sidewalk or walking path that is not dangerous

The guiding strategies set out will provide strong foundation for developing priorities, however these strategies will require for the City to grow tax base in order to support many of these end goals and strategies, without that having been identified in the strategic plan.

New City built projects are a great way to increase the assets and attractiveness, however the plan does not identify how these will be funded, or offset through future growth in tax revenue or private organisations taking charge (we can't always rely on the Province and Federal government to support every project).

Q2. Do you have any questions about the guiding strategies of the Draft Plan (Lead, Serve, Build and Renew)?



Yes: 27%

No: 73%

Q2 a. If yes [you have questions about the guiding strategies], please explain.

I do not like the term 'rich' under BUILD. It suggest a 'rich lifestyle', and sounds exclusive. I don't understand what lifestyle we are speaking of that sets Thunder Bay apart. Is it an active lifestyle?

Under RENEW, I think we should specify that we are talking about downtown cores. I also think we could specify that we are talking about improving external appearance and structural soundness.

How are citizen's expectations going to be managed with the guiding strategy that is proposed 'Serve'?

In regards to the art gallery, please ensure that it has an adequate loading dock for art pieces. The last conceptualization that I saw did not include one in the drawings because it was "aesthetically displeasing"

What other specific, measurable action items are on the list to help with social services, like the increasing need to help those struggling mentally and with drugs?

How will legalizing marijuana impact our city and our families?

How will the education cuts impact our children?

How will we partner with neighbourhoods and police to lower crime? If the increase in gang activity is true, what will we do about it?

What about the shortage of doctors? I took my four year old son into the walk-in for an ear infection and we had to wait 5 hours. (On the other hand, I had to take him in to the emergency room on Saturday for croup—which I wonder if he caught at the walk-in—and we had a positive experience there. Everyone was so friendly and they got us in quickly and smoothly.)

Why are outside consultants being used (at great cost) to review city departments? There are qualified members that could do this review at no additional cost to the city.

How were these settled on?

Minimal to no mention of past guides: sustainability, environment, livability, climate, poverty, or any of the plans to address these issues currently in place or in development within the city.

Neighbourhoods, particularly playgrounds in Northwood/ the intercity area, need investment so all kids growing up in Thunder Bay have a happy healthy childhood. Will the City also make investments in neighbourhoods, and specifically in neighbourhood parks and playgrounds, a priority?

Building new stuff is less important than maintaining existing. Tired of councils with legacy projects in mind. First was an event center, now an indoor turf facility, how about just keeping taxes steady and maintaining what we have?

Q3. Additional comments or questions:

Please do not permit contractors to put used oil into asphalt for road construction. We may see some better endurance from our roadways and this could potentially save the city millions if the road lasts twice as long.

Please see this article:

<https://www.northernontariobusiness.com/industry-news/transportation/bad-asphalt-is-paving-the-way-for-disaster-says-researcher-371211>

Furthermore, metering granulated waste plastic into asphalt has proven to be extremely effective in creating super durable roads.

Having worked for the City at one time I have great respect for the commitment of staff and Council. However, in my experience there is a lack of getting away from desks and meetings and getting out into the community and talking with youth, community members and tourists. Less internal meetings and more external interactions with day to day citizens please.

No new art gallery, no city funded indoor turf facility, no new spending. Enough!

One of the things I noticed in the plan was increase immigration. We immigrated from the USA six years ago and it has been a challenge to learn how to bank, navigate the immigration paperwork, and get settled. Because we have only work permits (working towards permanent residency), we are not eligible for many programs: refinancing on our home, entrepreneur grants, etc. Just be aware that there are a lot of hidden challenges for immigrants. It would be nice to have had a point of contact in the city who we could consult.

Thanks for all you do! I know this isn't easy. Thanks for listening to us and asking for input.

If you want a good listen while you exercise or cook, check out The Great Courses series, "The Art of Critical Decision Making," or the book, "Crucial Conversations." I have found these resources helpful when navigating organizations and teams.

Create and support a detox centre to reduce the number of intoxicated people crowding our emergency room and/or jail.

Hire staff to clean up public streets and parks

Investigate innovative ways to deal with the homeless problems, and in the meantime, support more shelters for the homeless.

Actively push back against the Ontario government's cuts to libraries, education and health care.

Seek funding from the Federal government to deal with costs related to services for Indigenous persons in need of assistance, including costs related to health care provided in the Regional Hospital.

I am happy to see an indoor turf facility as a key action in the plan. I hope we can align the needs of the community with that of the College and the University to build the Right Facility(ies).

Like them.

Active!

Metrics of success need to be more visible.

I am uncertain where those living in poverty fit into the strategies

The plan makes it seem like council does not want to do any more than they have to. To Lead, to Serve, to Build, and to Renew, is what I consider to be the bare minimum that municipal leadership should provide, not what I expect to be the strategic aspirations for the community. I hope whatever plan is ultimately adopted shows that our leadership aspires to more than the bare minimum for this city.

Moving forward and changing the attitude of the citizens

Everything is good but the turf facility. Instead, spend the money on improving the downtown south core outdoor spaces and recreation areas. They have been neglected for too long.

I would love Thunder Bay to become a city that people talk about because, not only is it a beautiful, clean, vibrant city with endless potential but also because the citizens are friendly, kind and welcoming and it's leaders have its best interests at heart and are honest, caring, approachable, and progressive.

It should also include responsibility and accountability. This is our money you are spending and we do take notice. Listen to the peopledo not close dease pool, let them fundraise or apply for money for it. This council is off to a shaky start and your LEAD in your mission statement is all talk if your people aren't following you

Our city has improved the water front incredibly and the downtown port Arthur area. I enjoy taking my family to the marina and great eateries in that area it is also nice to bike around these areas but every time I do go down town I see people high and drunk stumbling around asking for money or openly drinking. This will deter others from going down town or visiting the city

I like the discussion regarding a new FW Gardens that could incorporate an event centre or the ability to host larger ice events like curling.

A few ideas:

1. Replace the chain link fences that are falling down between Arthur and Harbor Expressway and John to Red River along the expressway, city side with a more robust wall.

This protects the residents, their children and pets.

A Thunder Bay theme could enhance the look and grab the attention of visitors. Slate, Inuksuk...

2. Minor change but smart!

Begin replacing curbs with gentler on tires and bones rounded edge curbs. They still keep the water going to the drain but don't hurt as much if you fall on it or drive into it.

Thank you

I think it's wonderful to develop the city further but after moving out of the city to Toronto and coming back after 20 years I've come to acknowledge how far behind we are when it comes to city service. Starting with garbage and recycling programs. I can't believe the city does not have an organic bin for residents and businesses. I was composting in a Toronto business 10 years ago take away the garbage bags and then do not have a plan to reduce the garbage? not a well thought strategic plan

The renew Looks good on paper but where is the action

Protection of emergency services is important

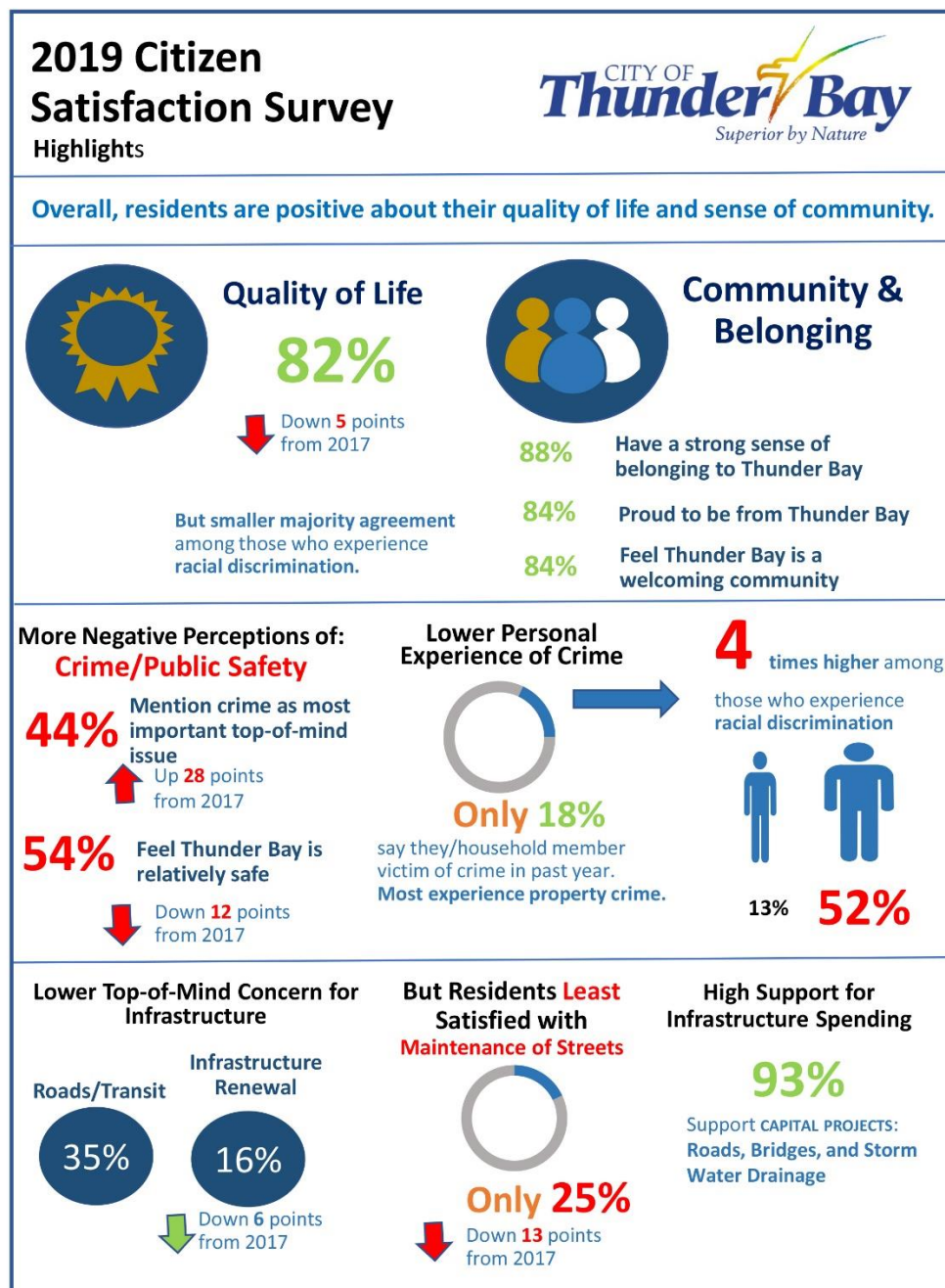
Citizen Satisfaction Survey

Citizen Satisfaction Survey

The City commissioned Ipsos, a professional public opinion research company, to conduct the 2019 Citizen Satisfaction Survey from April 2 – 16, via telephone, to a random selection of 500 residents.

The survey included a wide range of topics such as the most important issues facing the community, quality of life in Thunder Bay, satisfaction with municipal services, and others. This survey was an opportunity for citizens to have their voice heard and to speak out on important community issues.

The findings can be viewed at www.thunderbay.ca/CitizenSatisfactionSurvey. These results have been taken into consideration as the 2019 – 2022 Corporate Strategic Plan has been developed.



Appendix A

Open House: Citizen Questions of City Administration

APPENDIX A

Open House: Citizen Questions of City Administration

At the Public Open House, citizens were invited to speak with City Administration from various departments. Attendees were encouraged to “Ask Me Anything”. Through this exchange, Administration was able to provide discussion and responses to citizen questions.

Listed below, organized by Department, are the questions asked by citizens. This information provides insight into the topics of interest to citizens.

City Manager’s Office

- Idea for 50th anniversary of Thunder Bay – sleeping giant light show (lasers/lights etc.) to showcase the giant moving

Corporate Services & Long Term Care

- Are we getting funding for multi turf facility?
- What is the total reduction in provincial funding in 2020?
- Any changes to Pioneer Ridge and Jasper facilities?
- Did council make a decision on the multi turf facility?
- Comparative information in the budget presentation
- Why isn’t the court security broken out on the Financial Information Return (FIR)?

Infrastructure & Operations

- Where will the Disaster Mitigation and Adaptation Fund (DMAF) matching funds come from?
- How will the additional federal gas tax be spent?
- How are roads prioritized?
- Who is responsible for the cost to maintain utility cuts?
- When will there be compost/organic curbside pickup?
- Compost pick up
- Synergy between utilities – telephone, city and Synergy – project planning/forecasts, etc.
- Kingston – garlic spray – park – for ticks
- Like open streets
- More recycling – different types
- Like to see roads repaved – Manitou, Court, Ambrose
- Like multi-trail, feel safer off the road, sometimes feel safer on sidewalk
- Likes pedestrian crossover, would like to see more, painted crosswalks
- PA Stadium likes new field
- Idea – outdoor hockey game – Thunderwolves
- Like the Python

- Green space – Do we have too much to allow us to keep the LPH grounds as parkland?
- Are we accessing the 11B federal infrastructure \$\$ that was announced last year?
- Small cuts to find ways to keep the taxes from increasing, i.e. less sidewalk plowing, leave it to residents outside cores. Issues with seeing sander then plows that come by an hour later.

Community Services

- Want to see investments in youth, not sure about maintenance of Dease Pool, whether or not?
- Did the Northern Ontario Heritage Fund Corporation (NOHFC) reject a funding application for indoor turf?
- Want city to remember how important youth centres are to the city, steer them to a better life, stability
- We can't move ahead with turf if we don't get 3 levels of funding from government
- Love our recreational services, all the parks, pools, activities, events
- What's on the agenda for the 50th anniversary? Idea: light up the sleeping giant with lasers/lights/projection
- Is there a way for people to access free tickets to fill empty seats at the Thunder Bay Community Auditorium (TBCA)?
- Outdoor hockey game, showing hockey at PA Stadium
- Don't like plastic seats, slide off bus
- More concerts
- Tinted window on buses and no backwards seats
- Provide a contractor with \$114 million to design Event Centre, then contractor is responsible for environmental assessment and access. Underpass at Wilson and Pearl can be built to access proposed Event Centre and Waterfront.
- With respect to the waterfront, increase the number of boat slips in front of proposed Event Centre to increase revenue.
- Paid parking at waterfront, to increase revenue
- Value added services such as restaurants, hotels and stores would locate around the event centre, creating more employment and tax revenue
- Create trails, outdoor activities to attract tourists at the Lakehead Psychiatric Hospital site, create an outdoor tourist attraction unique to this area.
- Is the city exploring electric bus technology converting the diesel fleet to electric buses?
- I support active transportation, like bike paths but don't like bike lanes
- If bike lanes, build them properly, green painted pavement to delineate from traffic vs. painted lines only
- Excited about the idea of having smart card payment on buses, would be nice if accepted debit

Development & Emergency Services

- When will an opportunity for public input into the Thunder Bay Fire Rescue Strategic Plan be held?
- What is the status of the Event Centre?
- I support the development of an Indoor Turf Facility.
- I hope Council sticks to its decision and Dease Pool remains closed.
- What is the status of the VictoriaVille Mall?
- I support the demolition of the mall. Existing tenants can easily be accommodated in other malls around town and Victoria Avenue should be reopened to traffic.
- EMS is important. I hope that regardless of any funding cuts from the province we never cut EMS.
- When will Junot Avenue be reconstructed?
- Several representatives of the TBPFFA were in attendance. They wanted to know if any specific direction had been given by the City Manager/EMT with respect to budget cuts.
- What incentives exist to promote intensification and curb urban sprawl?

Community Economic Development Commission

- Event centre on Pool 6 property, hotel and convention centre and casino
- Event centre – Pool 6 or else grow your population to 250K





Learn more about the public engagement activities of the Draft Strategic Plan at www.thunderbay.ca/GetInvolved

The final 2019 – 2022 Corporate Strategic Plan will be available at www.thunderbay.ca/StrategicPlan

**City's Response to Community Engagement Report on
Draft Strategic Plan
November 2019**



Attachment C
Corporate Report R72/2019
COW November 25, 2019

	Emerging Topics from Engagement Activities (Open House & Online Survey)	City Response
1.	Need to address and focus on the socio-economic challenges facing our City. This includes homelessness, addiction, gangs, poverty, and access to education and programming. <i>(frequency of mention: 11)</i>	A new Community Safety and Well Being Plan through the Crime Prevention Council is in the planning stages. The City provides coordination for the Thunder Bay Drug Strategy. Council provides annual funding to support coordination of the Poverty Reduction Strategy. See Lead strategic action 4 (Neighbourhood Strategy), which will enhance some of these efforts. Police are seeking Provincial funding to assist with addressing gangs.
2.	More focus and investment on youth and youth programming. <i>(frequency of mention: 9)</i>	The City of Thunder Bay is implementing a five-year Youth Inclusion Program. Funded through the National Crime Prevention Strategy, the \$5.6 million program provides supports for participants aged 12-24 with a special focus on Indigenous Youth who come to Thunder Bay to continue their education.
3.	Clear focus on leadership and commitment to climate change and environmental stewardship <i>(frequency of mention: 7)</i>	Add to the Strategic Plan a page identifying and linking to other corporate plans that guide the Corporation, including the EarthCare Sustainability Plan, the Climate Adaptation Strategy, the Image Route Plan and Urban Design Guidelines, and the newly developing Community Energy Plan. Add the following question to the Renew Strategic Questions: "Does this further our commitments to environmental leadership?"

4.	Nurture strong neighbourhoods and communities at a neighbourhood strategy level – building community partnerships and having community-led programming. <i>(frequency of mention: 7)</i>	See Lead strategic action 4 (Neighbourhood Strategy).
5.	More focus on Indigenous relations, addressing racism and systemic racism, removing barriers to equity for all residents and focusing on reconciliation. <i>(frequency of mention: 6)</i>	See Lead strategic action 1, and amend to include: ...“and advance our commitments under the Thunder Bay Anti-Racism and Inclusion Accord.”
6.	Focus on supporting seniors, a growing part of the Thunder Bay population. Help them to stay in their homes longer. <i>(frequency of mention: 5)</i>	Council supports Age-Friendly Thunder Bay and a variety of City programming at 55+ Centres and through community outreach.
7.	Bike lanes, paths, and walkability are important in Thunder Bay. <i>(frequency of mention: 5)</i>	The focus in this plan is on the first phase of the Waterfront Trail (Build 3). The Corporation continues to implement the Active Transportation Plan. Add the following question to Renew Strategic Questions: “Does this support walkability, active transportation and complete streets?”
8.	Focus on a multi-purpose facility that incorporates arts, hockey, and turf activities rather than different stand along facilities for each. <i>(frequency of mention: 4)</i>	Where possible, multi-purpose uses are considered; however, there are specific requirements for particular uses that require careful and unique facility planning, such as climate control and specialized equipment.

9.	Take down VictoriaVille. <i>(frequency of mention: 3)</i>	The VictoriaVille Centre Options study is underway. Phase One will undertake an analysis of VictoriaVille Centre and provide at least three options for redevelopment.
10.	Focus on safety and addressing crime in our city. <i>(frequency of mention: 3)</i>	A new Community Safety and Well Being Plan through the Crime Prevention Council is in the planning stages.
11.	Protect the City's essential emergency services. <i>(frequency of mention: 3)</i>	Annual investments are made in essential emergency services and we must ensure these essential services are effective and efficient. Consultants will give results from independent review of both Thunder Bay Fire & Rescue and Superior North EMS.

	Other Items for Consideration from Engagement Activities	City Response
12.	The term "Rich" under Build suggests a "Rich Lifestyle" and does not sound inclusive. Consider changing this wording.	Amend statement to replace "rich" with "a strong sense of well being and the" for the following: "Focus on city-building projects that support the strong sense of well being and the active lifestyle that sets Thunder Bay apart."
13.	The Plan may be challenging to measure and communicate because it is very broad. How do you track the metrics of success?	The proposed plan includes key indicators that will be reported on annually/as available (citizen survey indicators every two years). Each element of the plan will be further developed through supporting activities and measures of success.

	Letter of Input: EarthCare Advisory Committee	City Response
14.	In the Corporate Strategic Plan, due consideration should be made to recognize the EarthCare Sustainability Plan as a major contributor to creating a clean, green, and beautiful Thunder Bay.	Add to the Strategic Plan a page identifying and linking to other corporate plans that guide the Corporation, including the EarthCare Sustainability Plan, the Climate Adaptation Strategy, the Urban Design and Image Route Guidelines, and the newly developing Community Energy Plan. Add to the Renew Strategic Questions: “Does this further our commitments to environmental leadership?”
15.	The Committee would like to see stronger recognition throughout the Corporate Strategic Plan to uphold the principles of building a climate-ready and resilient city. <i>[Guided by the Climate Adaptation Strategy]</i>	Add to the Strategic Plan a page identifying and linking to other corporate plans that guide the Corporation, including the EarthCare Sustainability Plan, the Climate Adaptation Strategy, the Urban Design and Image Route Guidelines, and the newly developing Community Energy Plan. Add to the Renew Strategic Questions: “Does this further our commitments to environmental leadership?”
16.	Recognition for climate adaptation and sustainability best practices within the Corporate Strategic Plan could include but are not limited to stormwater best management practices, complete streets, image routes, and urban design guidelines. In addition, the Corporate Strategic Plan should guide all new development to be reviewed through climate adaptation and sustainability lenses.	Add to the Strategic Plan a page identifying and linking to other corporate plans that guide the Corporation, including the EarthCare Sustainability Plan, the Climate Adaptation Strategy, the Urban Design and Image Route Guidelines, and the newly developing Community Energy Plan. Add to the Renew Strategic Questions: “Does this further our commitments to environmental leadership?”

17.	<p>The EarthCare Advisory Committee recommends placing emphasis on decreasing community-wide Green House Gas (GHG) emissions within the Corporate Strategic Plan as well as reporting GHG emissions and urban canopy cover as key indicators of success.</p> <p><i>[Guided by the Community Energy Plan to be created by EarthCare in 2019]</i></p>	<p>Add to the Strategic Plan a page identifying and linking to other corporate plans that guide the Corporation, including the EarthCare Sustainability Plan, the Climate Adaptation Strategy, the Urban Design and Image Route Guidelines, and the newly developing Community Energy Plan. Add to the Renew Strategic Questions: “Does this further our commitments to environmental leadership?”</p>
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	<p>Letter of Input: Thunder Bay Chamber of Commerce</p> <p>City’s Draft Plan Wording / Proposed Edits by the Chamber shown in red</p>	<p>City Response</p>
18.	<p>LEAD:</p> <p>1. Seek advice from our Indigenous partners on deepening our approach to reconciliation to advance our shared commitment to mutual respect, equal opportunity and hope</p> <p>-----</p> <p>Work collaboratively with our Indigenous partners to position Thunder Bay as a national leader in reconciliation with Indigenous peoples.</p>	<p>Amend wording to the following: “Seek advice from and work collaboratively with our Indigenous partners on deepening our approach to reconciliation to advance our shared commitment to mutual respect, equal opportunity and hope and advance our commitments under the Thunder Bay Anti-Racism and Inclusion Accord.”</p> <p>The outcomes and goals of the relationship will be determined in partnership.</p>

19.	<p>LEAD:</p> <p>2. Partner with other institutions, organizations and businesses in our city to work together to articulate a shared vision</p> <p>-----</p> <p>Partner with local institutions, organizations, businesses and community members to articulate a holistic vision for transportation infrastructure, economic growth, workforce development, social development, and environmental goals which can be realized by 2040.</p>	<p>The City is committed to this process of collaboration and convening our partners. Whether that results in a long-term plan will be determined by the partnership.</p> <p>Revised wording:</p> <p>Collaborate with other institutions and partners in our city to work together to articulate a shared vision.</p>
20.	<p>LEAD:</p> <p>3. Grow through immigration in partnership with the Community Economic Development Commission</p> <p>-----</p> <p>Create a comprehensive strategy to attract and retain a labour force that will enable Thunder Bay to meet the demands of our evolving workforce and to grow our community.</p>	<p>After CEDC add: “and other partners.”</p> <p>The City invests in CEDC to do this work. They are the lead, and the City can provide support.</p>
21.	<p>LEAD:</p> <p>4. Develop a neighbourhood strategy to build capacity and support improvements led at the neighbourhood level with a special focus on initiatives that further community safety and well being.</p> <p>-----</p>	<p>Consider specifics recommended by Chamber as Neighbourhood Strategy is developed.</p>

	Facilitate and encourage the creation of walkable, mixed-use, mixed-income neighbourhoods, leading to more physically active residents, safer streets, vibrant local businesses and a greater sense of pride and identity.	
22.	<p>LEAD:</p> <p>5. Provide opportunities for residents to express their civic pride</p> <p>-----</p> <p>Become a national leader in citizen engagement with regular, meaningful and democratic processes for the planning and implementation of city goals and operations.</p>	Efforts to support expressions of civic pride are ongoing from the previous Strategic Plan. The recommended language is more specific to the City's development and implementation of a Public Engagement Framework. Add to the Strategic Plan a page identifying and linking to other corporate plans that guide the Corporation, including the Public Engagement Framework.
23.	<p>SERVE:</p> <p>1. Conduct an independent review of the programs and services the City provides, how it provides them, and recommendations for what to maintain, change, reduce or enhance and propose changes to improve service.</p> <p>2. Support the review through a public engagement plan that engages stakeholders and considers the service needs of residents and customers along the spectrum from youth to older adults</p> <p>-----</p> <p>Conduct an independent review of the programs and services the City provides and how it provides them with recommendations on revisions to service levels & offerings, and support the review through a public</p>	No change. The review is underway, which will include a detailed review of all the programs and services the City provides, how it provides them, what is working well and changes Council may wish to consider including enhancements and service reductions.

	engagement process that involves outreach to all stakeholders with special consideration of the needs of marginalized and vulnerable communities.	
24.	<p>SERVE:</p> <p>3. Identify points of contact with customers to identify better ways of serving that are inclusive and easy to use</p> <p>-----</p> <p>Engage in a comprehensive review of the workflow of all services that have a public facing component and implement strategies to streamline paperwork, reduce red tape, simplify processes, make forms plain language and accessible, and inspire a culture of 'yes' within City departments</p> <p>Develop robust customer service standards for all public facing City services, which are published in transparent and accessible plain language formats and seek efficiencies in processes wherever possible.</p>	Consider specific recommendations by the Chamber as the review is planned and undertaken.
25.	<p>SERVE:</p> <p>4. Develop an open data platform to make it easier for interested users to engage with City data and create opportunities for engagement</p> <p>-----</p> <p>Develop an open data platform to make it easier for interested users to engage with City data and create opportunities for engagement, and collaborate with the private sector to enable access to online services.</p>	No change as the original wording reflects Council's intent.

26.	<p>SERVE:</p> <p>Create a plan for strategic investments in social services that will have the largest impact in reducing crime and poverty over the long term.</p>	<p>The City invests in the District Social Services Administration Board, which delivers provincially mandated social services. The municipality is planning to develop a new Community Safety and Well Being Plan through its Crime Prevention Council. City Council provides annual funding to support coordination of the Poverty Reduction Strategy.</p>
27.	<p>BUILD:</p> <p>1. Construct and open a new Indoor Turf Facility</p> <p>-----</p> <p>Develop and implement a solution for the shortage of indoor sports and recreation facilities.</p>	<p>No change as the original wording reflects Council's intent.</p>
28.	<p>BUILD:</p> <p>2. Support construction and opening of a new Thunder Bay Art Gallery on the waterfront</p> <p>-----</p> <p>Support the development of a vibrant cultural scene on the waterfront with a strong economic base.</p>	<p>Amend wording to the following: "Support construction and opening of a new Thunder Bay Art Gallery to further the ongoing development of a vibrant cultural scene on the waterfront with a strong economic base."</p>
29.	<p>BUILD:</p> <p>3. Construct and open the first phase of the Waterfront Trail</p> <p>-----</p> <p>Expand the City's multi-use trails to maximize usage as an Active Transportation corridor.</p>	<p>No change as the original wording reflects Council's intent.</p>

30.	<p>BUILD:</p> <p>4. Develop a long-term plan for the replacement of Fort William Gardens.</p> <p>-----</p> <p>No change</p>	No change requested.
31.	<p>BUILD:</p> <p>Adopt and implement a 'Housing First' approach to addressing homelessness and invest in permanent, long term solutions to homelessness and affordable housing in Thunder Bay.</p>	The City invests in the District Social Services Administration Board (TBDSSAB), which delivers provincially mandated housing programs. TBDSSAB has adopted a 'Housing First' approach to some of their housing services. Additionally, the City provides coordination for the Thunder Bay Drug Strategy, for which there is a Housing Pillar with a focus on a 'Housing First' approach.
32.	<p>RENEW:</p> <p>1. Develop the asset management plan to reflect sustainability goals and make it available in plain language.</p> <p>-----</p> <p>No change</p>	No change requested.
33.	<p>RENEW:</p> <p>2. Revitalize the downtown cores in partnership with the Business Improvement Areas and other stakeholders with a special focus on strategic investments such as addressing the future of VictoriaVille and initiatives that further community safety and well being</p> <p>-----</p> <p>Incentivize the revitalization of the downtown cores in partnership with business and</p>	No change as the original wording reflects Council's intent.

	community stakeholders through implementation of strategic funding support and strategic reforms that further economic development, community safety and well being.	
34.	RENEW: 3. Rehabilitate Boulevard Lake Dam ----- No change	No change requested.
35.	RENEW: 4. Focus our beautification efforts to make significant progress on implementing the Image Route Plan ----- Engage in strategic consultations with the local business and landlord community to determine how to renew and revitalize commercial and residential building stock to best support small business and the creation of affordable housing.	No change as the original wording reflects Council's intent. Chamber's recommendation will be referred to CEDC for consideration in their ongoing downtown renewal work.
36.	RENEW: 5. Promote – inside and outside Thunder Bay – our many attractions, parks, facilities and services and innovative product development to encourage use ----- Invest in the beautification of the City including supporting the growth of the urban canopy and public art, and implement pro-active strategies to reduce waste, encourage	This strategic action is more specific to encouraging use. Consider this recommendation as implementing Renew strategic action 4 above.

	recycling and composting and improve the cleanliness of all city streets.	
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	Citizen Satisfaction Survey	City Response
37.	<p>The findings from the 2019 Citizen Satisfaction Survey were taken into consideration during the development of the Strategic Plan. The results from the Citizen Survey can be viewed at www.thunderbay.ca/CitizenSatisfactionSurvey</p> <p>Key results are:</p> <ol style="list-style-type: none"> 1) Quality of life rating is down slightly in large part due to concerns about crime and personal safety. 2) Crime has most mentions as top of mind issues 3) Strong sense of belonging 4) Residents least satisfied with maintenance of streets 5) High support for infrastructure spending 	<p>1 & 2) Points to the importance of the Community Safety & Well Being planning that is getting underway and investments in and supports for the Thunder Bay Police Service.</p> <p>3) Supports the strategic action to provide opportunities for residents to express their civic pride including through 50th anniversary commemoration.</p> <p>4 & 5) Points to the importance of asset management plan and investments in roads and related infrastructure.</p>

MEMORANDUM

TO: Krista Power, City Clerk

FROM: Karen Lewis, Director – Corporate Strategic Services

DATE: November 7, 2019

RE: Presentation Request for Proposed 2019-2022 Corporate Strategic Plan, Committee of the Whole, November 25 2019 (Corporate Report R72/2019)

The proposed 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 strong sense of well being and the active lifestyle that sets Thunder Bay apart.

Renew

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

Norm Gale, City Manager, will introduce the presentation.

The presenters will be:

- **Karen Lewis**, Director – Corporate Strategic Services
- **Cynthia Olsen**, who was Acting Director as the Plan was finalized.

Corporate Report

DEPARTMENT/ DIVISION	Corporate Services & Long Term Care - Financial Services	REPORT NO.	R 135/2019
DATE PREPARED	11/08/2019	FILE NO.	
MEETING DATE	11/25/2019 (mm/dd/yyyy)		
SUBJECT	Community Partnership Funding		

RECOMMENDATION

With respect to Report No. 135/2019 (Corporate Services & Long Term Care – Financial Services) we recommend that City Council approve funding in the amount of \$37,861 for Community Clothing Assistance pursuant to an application submitted under the Community Partnership Program;

AND THAT the funding to Community Clothing Assistance be contingent on securing the balance of the required funding for the Project from the sources identified in the application;

AND THAT City Council approve funding in the amount of \$71,017 for The Friends of Chippewa Park pursuant to an application submitted under the Community Partnership Program;

AND THAT the funding to The Friends of Chippewa Park be contingent on securing the balance of the required funding for the Project from the sources identified in the application;

AND THAT The City of Thunder Bay enter into formal partnership agreements with Community Clothing Assistance and The Friends of Chippewa Park in accordance with the requirements of the Community Partnership Policy;

AND THAT the Mayor and Clerk be authorized to execute the contracts in the form and content satisfactory to the City Solicitor and City Treasurer;

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

LINK TO PROPOSED STRATEGIC PLAN

This report directly supports Goal #4 under the LEAD pillar of the 2019 - 2022 Proposed Strategic Plan: “Develop a neighbourhood strategy to build capacity and support improvements led at the neighbourhood level with a special focus on initiatives that further community safety and well being”.

This report also supports Goal #5 under the RENEW pillar: “Promote – inside and outside Thunder Bay – our many attractions, parks, facilities and services and innovative product development to encourage use”.

EXECUTIVE SUMMARY

The purpose of this report is to recommend the award of the 2020 Community Partnership funding. The deadline for submission of applications for funding under the Community Partnership Program for the 2020 fiscal year was June 21, 2019. Administration reviewed the applications to ensure compliance with the Policy and alignment with the proposed Strategic Plan.

There were three eligible applicants with a total funding request of \$310,245. The source of funding for this program is the Community Partnership Reserve Fund which has an uncommitted balance of \$108,878. The reserve fund balance is not sufficient to support all eligible projects and as a result, Administration is recommending a prioritized approach to awarding the available funds. The recommended approach was determined in discussions with Community Services – Asset Management Division and Infrastructure & Operations – Parks and Open Spaces and takes into consideration in priority order: safety, asset condition, and energy efficiencies.

- **Safety:** Administration recommends City Council approve funding in the amount of \$37,861 to Community Clothing Assistance toward the roof replacement required at 404 May Street North; and
- **Asset Condition:** Administration recommends City Council approve allocating the remaining balance of the uncommitted Community Partnership Reserve Fund in the amount of \$71,017 to The Friends of Chippewa Park for the continued restoration of the Designated Heritage Property, the C.W. Parker Carousel located at Chippewa Park (formally designated through By-law 129 in 1991).

DISCUSSION

Community Clothing Assistance submitted an application under the Community Partnership Program to replace the roof of the facility. The roof is leaking, causing safety concerns for staff, volunteers and customers. The applicant has also been fundraising for the project.

Representatives from the Community Services – Asset Management Division, and Corporate Services & Long Term Care – Financial Services Division evaluated the application from Community Clothing Assistance in accordance with the Community Partnership Policy. Costs are estimated at \$151,445, with the City being asked to contribute \$37,861 (25%).

The Friends of Chippewa Park submitted an application under the Community Partnership Program to continue the restoration of the Designated Heritage structure, the C.W. Parker

Carousel, located at Chippewa Park. The applicant has applied for funding from other agencies for this project and has an on-going fundraising campaign.

Representatives from Infrastructure & Operations – Parks and Open Spaces, and Corporate Services & Long Term Care – Financial Services Division evaluated the application from The Friends of Chippewa Park in accordance with the Community Partnership Policy. Costs for the project are estimated at \$608,100, with the City being asked to contribute \$200,000 (33%).

Magnus Theatre submitted an application under the Community Partnership Program to complete Phase 4 of its infrastructure renewal project that includes the replacement of 32 Central School House windows to enhance the thermal performance of the building's envelope. The applicant also has a fundraising campaign in place for the project.

Representatives from the Community Services – Asset Management Division, and Corporate Services & Long Term Care – Financial Services Division evaluated the application from Magnus Theatre in accordance with the Community Partnership Policy. Costs for Phase 4 of the renovation and retrofit project are estimated at \$144,768, with the City being asked to contribute \$72,384 (50%).

The Community Partnership Policy sets out objectives, principles, conditions for eligibility and criteria for assessment. Administration is satisfied that Community Clothing Assistance, The Friends of Chippewa Park and Magnus Theatre applications qualify for funding under the Policy. A copy of the policy is included in Attachment A.

The Community Partnership Policy states “all partnership funding arrangements are subject to the availability of funding”. The funding source is the Community Partnership Reserve Fund which has an uncommitted balance of \$108,878. The total funding request for the three eligible projects is \$310,245. Since this reserve fund is not sufficient to support all three requests, Administration is recommending a prioritized approach to award the funding. The recommended approach was determined in discussions with Community Services – Asset Management Division and Infrastructure & Operations – Parks and Open Spaces and takes into consideration in priority order: safety, asset condition, and energy efficiencies.

The Community Clothing Assistance project is recommended for funding of \$37,861 due to the safety concerns of the deteriorated leaking roof. Repairing the roof will prevent further damage to the building and allow the organization to continue offering support services for families and people in crisis in Thunder Bay.

The Friends of Chippewa Park project is recommended for funding of \$71,017, the balance of available funds as this asset is in poor condition. The funding will assist with protection and restoration of the asset and prevent further deterioration. The Chippewa Park Carousel is owned by the City of Thunder Bay and is one of Thunder Bay's Designated Heritage Properties whose focus is children and their families. Restoration of the carousel will ensure it will remain available for generations to come.

Should Council support Administration's recommended allocations, no funds are remaining in the Community Partnership Reserve Fund to support the Magnus Theatre project.

FINANCIAL IMPLICATION

Applications under the Community Partnership Program are funded from the Community Partnership Reserve Fund. This Reserve Fund has an uncommitted balance of \$108,878. This reserve fund would be depleted should the recommendations within this report be approved.

A contribution of \$100,000 to the Community Partnership Reserve Fund has been proposed in the 2020 Budget for Council's consideration.

CONCLUSION

It is concluded that City Council should approve funding in the amount of \$37,861 to Community Clothing Assistance toward the roof replacement located at 404 May Street North.

It is also concluded that City Council should approve funding of \$71,017 to The Friends of Chippewa Park toward the restoration of the Designated Heritage Structure, the C.W. Parker Carousel located at Chippewa Park.

It is also concluded that the City should enter into formal partnership agreements with Community Clothing Assistance and The Friends of Chippewa Park as required under the Community Partnership Policy.

BACKGROUND

Council approved the Community Partnership Policy and the creation of a Community Partnership Reserve Fund in March, 2005.

In July 2008, City Council approved Corporate Report 2008.129 (Accounting & Budgets) in which the Community Partnership Policy was amended to allow for an annual application process.

The deadline for submission of applications under the Community Partnership Program was June 21, 2019 for the 2020 fiscal year.

REFERENCE MATERIAL ATTACHED

Attachment A – Community Partnership Policy

PREPARED BY: Kelly Andrew - Accountant

THIS REPORT SIGNED AND VERIFIED BY: LINDA EVANS, GM CORPORATE SERVICES & LONG TERM CARE, CITY TREASURER	DATE: November 15, 2019
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Corporate Policy

Policy No. 05-06-02

Effective Date:

07/03/2005

SECTION:

FINANCE & ACCOUNTING

DEPARTMENT/DIVISION

FINANCE / ACCOUNTING

SUBJECT:

COMMUNITY PARTNERSHIP

POLICY STATEMENT:

It is the policy of the City of Thunder Bay to have a framework to govern the establishment of partnerships for major capital projects between community groups and the City of Thunder Bay.

PURPOSE:

To provide direction with respect to the development of community partnerships for major capital projects between community groups and the City of Thunder Bay.

APPLICATION

The policy applies to all partnerships between community groups and the City of Thunder Bay for major capital projects. Major capital projects are projects of an unusual or extraordinary nature, with a total projected capital cost of at least \$100,000.

OBJECTIVES

The development of community partnerships for capital projects should include one of the following objectives:

1. The development of capital projects that respond to priority needs as identified through the City's capital planning process.
2. The support of community initiatives for the development and improvement of facilities which serve the City of Thunder Bay.
3. The development of cost-effective capital projects which minimize the City's contributions and leverage funding from other sources.

PRINCIPLES

Partnerships entered into by the City should support the following principles:

1. The goals of the Community Group and the City of Thunder Bay should be aligned with the City's New Foundation, a Living Strategic Plan and should be in the public interest.
2. All facilities developed under such partnerships must be open and accessible to all residents of the City of Thunder Bay.

3. Partnerships should be considered in the planning process for all major capital projects.
4. All partnership funding arrangements are subject to the availability of funding.
5. Capital partnerships will only be considered where they can be supported by a business plan that indicates that the completed project is sustainable over the long term.

ELIGIBILITY

The following conditions for eligibility apply:

1. The community group must be a duly constituted non-profit community organization, in good public standing. The group must demonstrate that it has the human resources and expertise to carry out the proposed project in partnership with the City.
2. Proposals may relate to an asset that is owned by the City, built on City owned land, is a Municipal Capital Facility or to an asset that is operated by a community partner who delivers service on behalf of the City.
3. Proposals must be major capital projects for new facilities, major renovations, expansions or redevelopment. The facility must be within the City of Thunder Bay. (Note that proposals for operating funds would be covered under other City programs, such as FARG).
4. Proposals must not duplicate existing facilities at the same site or within the same service area.
5. A detailed business plan must be submitted with the proposal. The total projected cost of the project must be determined by a professional architect or professional engineer (independent from the Community Group) and provided in writing to the City. The City reserves the right to require an additional review of the cost estimate, either by an independent consultant or by the City Engineering Department. The impact on the City's contribution to future operating costs must be included in the plan

CRITERIA FOR ASSESSMENT

At a minimum, the following criteria will be considered in assessing the desirability of entering into a proposed community partnership with an eligible community group for an eligible capital project:

1. The extent to which the proposal provides the opportunity for increased community participation.
2. The extent to which the proposal leverages the amount of funding contributed through other sources.
3. The existence of other potential partners and their involvement and contributions to the project.
4. An assessment of the status of the planning and funding for the project, including the prospect and timing of additional funding support from other agencies.
5. The appropriateness of the scale of the proposed project and the financial or other input being requested from the City.
6. The equity and fairness of proceeding with the project in regards to the distribution of expenditures within the City.

7. The track record of the community group, demonstrating an ability to undertake and complete the project.
8. The extent of community support for the project and the degree to which there will be positive benefits to the community.

CITY CONTRIBUTION

The City contribution towards capital projects for City-owned assets will be a maximum of 50% of the eligible capital cost of the project. For projects involving community owned assets, the maximum contribution will be 25% of the eligible capital cost of the project.

The contribution from the City may be provided in one or more of the following ways:

1. A cash grant payment
2. Provision of land by way of gift or long-term lease
3. Services provided in kind
4. Waiver of municipal fees (if eligible within existing policies)

Approval in principle may be provided for eligible capital projects prior to other funding sources being secured. This may be necessary in order that the organization can apply for funding from other sources. In these cases, the approval will include conditions that must be met prior to the release of any City funds, such as evidence of approval of the application for funding from other sources.

The business plan for each proposed partnership will be analyzed and evaluated by the staff in the relevant Department (e.g. if the proposed partnership project involves City parkland, then the staff in Community Services - Parks division would be responsible for this analysis). The results of this analysis, together with recommendations, will be reviewed by the Finance Department. All Corporate policies and regulations must be followed.

ELIGIBLE CAPITAL COSTS

The following costs are eligible for cost-sharing under a community partnership:

1. Concept and design costs
2. Construction costs
3. Site development costs
4. Fixed equipment

The following costs are not eligible:

1. Financing costs
2. Fund raising costs
3. Non fixed furniture and equipment costs
4. Computers and IT costs
5. Ongoing repairs, maintenance or renovations in the normal course of operations.

SUBMISSION OF PROPOSALS

Council will establish a Reserve Fund for Future Community Partnership Opportunities, which will be funded as part of the annual budget.

Interested parties will contact the Finance Department and a copy of the Community Partnerships Policy will be provided to them. Requests will be evaluated in accordance with this Policy. Each application must include an estimate of the total project costs, an estimate of on-going operating costs and proposed funding sources. The proposal must define the program elements, target users and timelines for the completion of the project.

Administration will bring forward a report to Council with recommendations with respect to requests under this Policy. Council will decide whether or not to accept Administration's recommendations for the City to enter into specific community partnerships.

ACCOUNTABILITY AND MONITORING

In order to protect the City from unplanned liabilities and/or costs, a formal partnership agreement must be entered into by the City and the Community Group. The City Solicitor will review and approve the partnership agreement. Administration will monitor the terms of the agreement. The partnership agreement will address, at a minimum, the following points:

1. Clauses stating the intentions of each party, shared objectives and outcomes and detailed description of the capital project.
2. The governance structure and the appropriate level of City involvement. Generally, it is desirable to have a representative from City Administration attend all Board meetings of the Community Group for the duration of the Project.
3. Conditions that allow the City to appoint a project manager or to appoint a project development advisor to the governing body for the duration of the project.
4. City approval for the various stages of the project development, including final design and cost estimate, construction tender, tender acceptance, and variations to contract.
5. A requirement that the Partnership abide by the City's purchasing policies, and all applicable Federal, Provincial and/or Municipal Statutes, Regulations and By-laws for all work on the Project.
6. Clauses to specify the responsibility for appropriate public liability and property damage insurance.
7. The manner in which funding payments are to be provided, including an appropriate review and approval process.
8. The financial controls and financial management procedures to be put into place for the duration of the project.
9. Conditions for safeguarding the City's investment in the capital project should the community group cease to operate or exist during the life of the project.
10. Agreed upon timelines for completion of the capital project.
11. For community owned facilities, clarification that the City assumes no liability for ongoing operational or maintenance funding, unless already being provided by the City.
12. Dispute resolution process.

FINANCIAL REPORTING AND CONTROL

As indicated in the previous section, the legal agreement will specifically address the financial controls and financial management of the Project. All reports, monitoring and projections referred to in this section on Financial Reporting and Control are the responsibility of the General Manager of the City Department in which the project resides. These reports must also be provided to the General Manager - Finance for review to ensure that all financial policies and procedures are being followed.

For additional clarification, there are certain key points that are necessary for adequate financial reporting and control:

1. The original business plan must provide precise estimates for all aspects of work to be performed, to allow for appropriate monitoring of the progress of the project. It should include cash flow projections by month for all anticipated expenditures and revenues. All estimates should be supported by appropriate documentation and submitted in writing by a professional architect or professional engineer.
2. The original business plan must be monitored by Administration on a monthly basis to ensure that the plan is still appropriate. Any changes to the plan must be approved by Administration prior to implementation. The financial impact of these changes must be clearly identified and a revised plan submitted.
3. A financial report must be prepared and/or reviewed monthly by Administration to compare budgeted expenditures and revenues to actual. Any variances should be clearly explained, together with a plan to bring the project back into line with an appropriate timetable, given the variance. For example, this may involve changes in the scope of the work to be carried out.
4. Monthly cash flow projections must be prepared for the project to ensure that funds are available as needed to perform the work.
5. If the City agrees to provide administrative support for the Project, all transactions related to the Project must be processed through the City's accounting system, with the exception of direct payments to employees of the Community Group. Where payments are required to such employees, the City will make payment to the Community Group and it will be the responsibility of the Community Group to make those payments to employees.
6. If the Community Group handles the accounting and administration of the Project, payments would be made to reimburse for eligible expenditures upon appropriate evidence of payment.
7. Whether the accounting for the Project is handled by the City or the Community Group, full accrual accounting should be used to ensure that all expenditures are captured appropriately. In addition, all commitments should be tracked and reported on a monthly basis. Commitments and expenditures should be reconciled monthly to the original business plan and contracts.
8. City Administration must appoint a project manager to oversee the Project. Monthly reporting should be provided as to the progress of the capital works pursuant to site visits, review of purchase orders and other documentation. An assessment of the progress in relation to the original plan should be included in the monthly reporting, together with recommendations for revisions, where problems are indicated.

DISPUTE RESOLUTION

It is desirable to resolve disputes so as to avoid the judicial process. The actual process for resolving disputes should be outlined in the Partnership Agreement.

As such, wherever possible, the General Manager of the relevant City Department and the Community Organization's representative for the Project should work to resolve any dispute. If such efforts are unsuccessful, the Chair of the Board of the Community Organization and the CAO of the City of Thunder Bay will make every attempt to negotiate a reasonable settlement

within the original cost estimates of the Project. If a reasonable settlement cannot be made within the original cost estimate, and a potential settlement requires additional City funds, the proposed settlement must be approved by Council. In all cases, the General Manager and CAO should consult with the City Solicitor prior to any proposal to resolve the dispute.

COMMUNICATION

Communication requirements must be taken into account when developing, negotiating, or implementing community partner arrangements. When informing the public or publishing information about community partnerships, the contributions of all participants must be fairly acknowledged and recognized. See the Corporation's Communications Policy (Policy No. 07-01-07). Departments and partners must use the City of Thunder Bay corporate logo when identifying the City's participation in a community partner initiative, as required under the Corporation's Visual Identity Program. Departments must ensure that the partners involved acknowledge the Corporation's contribution in their own communications with the public.

REFERENCE:

Corporate Report No.2005.016 (Accounting)

Approved By:

Date:

Replacing/Amending:

**Originating Finance
Department:**

Contact: Manager, Accounting

**Departmental N/A
Procedures Manual:**

Affected Departments: Finance

Corporate Report

DEPARTMENT/ DIVISION	City Manager's Office - Office of the City Clerk	REPORT NO.	R 160/2019
DATE PREPARED	10/16/2019	FILE NO.	
MEETING DATE	11/25/2019 (mm/dd/yyyy)		
SUBJECT	Terms of Reference - Anti-Racism & Respect Advisory Committee		

RECOMMENDATION

With respect to Report No. R 160/2019 (City Manager's Office – Office of the City Clerk), we recommend that the Terms of Reference for the Anti-Racism & Respect Advisory Committee, as appended to this Report, be adopted;

AND THAT the Committee's recommendations, as appended to this Report, be received for Council's consideration;

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

LINK TO STRATEGIC PLAN

The proposed 2019-2022 Corporate Strategic Plan *One City, All Together*, under the Lead pillar, includes the Strategic Question – “Is this making us more inclusive and equitable?”

EXECUTIVE SUMMARY

The Anti-Racism & Respect Advisory Committee has determined it would benefit from more community representation and is presenting a revised Terms of Reference for approval.

DISCUSSION

The Advisory Committee on Anti-Racism (the Committee) was established by Committee of the Whole on August 31, 2009 through Report No. 2009.144 (Office of the City Clerk) to act in an advisory capacity to City Council, and to provide advice on current policies and practices on equity, diversity and racism.

In 2015, a review was conducted of the work of the Committee, resulting in a new two-tiered structure including 1) a smaller Advisory Committee and 2) a larger, inclusive Roundtable of

community-based organizations united in action against racism and to promote equity, diversity and respect in the community.

Revised Terms of Reference

More recently, members determined the Committee would benefit from more diverse community representation and prepared a revised Terms of Reference. The Committee is recommending that the previous Terms of Reference, as set out in Report No. R 76/2018 (Corporate Strategic Services) in Attachment A, be replaced by those appended to this Report in Attachment B.

Amendments to the Terms of Reference include revisions to the Membership including identifiers for three (3) of the Community Representatives:

- One (1) citizen representative identified as Indigenous (which includes First Nations, Métis and Inuit);
- One (1) citizen representative identified as a visible minority;
- One (1) citizen representative identified as a woman.

One member of Thunder Bay Police Service front line staff will be added under the organization section with one voting representative.

On September 30, 2019, the Anti-Racism & Respect Advisory Committee passed a resolution recommending revisions to the Terms of Reference and to forward to Committee of the Whole for consideration.

FINANCIAL IMPLICATION

There are no financial implications associated with this Report.

CONCLUSION

It is concluded that City Council should approve the proposed Terms of Reference as appended to this Report.

BACKGROUND

The Advisory Committee on Anti-Racism was established by Committee of the Whole on August 31, 2009 through Report No. 2009.144 (Office of the City Clerk).

On September 13, 2010, Council ratified the Terms of Reference for the Advisory Committee on Anti-Racism, as contained in Report No. 2010.145 (Office of the City Clerk).

On May 27, 2013, the Committee passed a motion to approve revisions to the Terms of Reference and to forward them to Committee of the Whole for consideration.

On October 26, 2015, the Committee passed a resolution to approve a revised Terms of Reference and the 2015-2018 Work Plan and to forward them to Committee of the Whole for consideration.

On November 23, 2015, Council ratified the revised Terms of Reference as contained in Report No. R 165/2015 (Corporate Strategic Services).

On October 23, 2017, members of the Anti-Racism & Respect Committee met with City Council to suggest what they could do in their capacity to help improve race relations in the City.

On March 26, 2018, Committee passed a resolution to approve forwarding a summary of the recommendations presented at that meeting to Committee of the Whole for consideration.

On April 30, 2018, the Committee passed a resolution to approve a revised Terms of Reference and to forward them to Committee of the Whole for consideration.

On June 25, 2018, Council ratified the revised Terms of Reference as contained in Report R 76/2018.

REFERENCE MATERIAL ATTACHED:

1. Current Terms of Reference, ratified on June 25, 2018 (Report No. R 76/2018)
2. 2019 Proposed Terms of Reference - Anti-Racism & Respect Advisory Committee

PREPARED BY: Katie Piche, Committee Coordinator – Office of the City Clerk

THIS REPORT SIGNED AND VERIFIED BY: (NAME OF GENERAL MANAGER)	DATE:
Norm Gale, City Manager	November 18, 2019

ANTI-RACISM & RESPECT ADVISORY COMMITTEE & ROUNDTABLE AGAINST RACISM

TERMS OF REFERENCE

Vision

Diversity is valued and racism is not accepted.

- Excerpted from Thunder Bay Counts Shared Agenda for Change

Principles

We observe the following anti-racism principles:

1. We recognize that racism exists in Canadian society and in its institutions, and therefore affects Thunder Bay itself.
 2. We recognize our role in combating racism in Thunder Bay.
 3. We assert our commitment to implement specific measures to combat racism and to engage in actions to eliminate it.
 4. We recognize and value the racial diversity of Thunder Bay.
 5. We recognize and respect the unique identities of Aboriginal peoples and the need for a distinct approach to anti-racism measures for Aboriginal peoples.
- Excerpted from the Ontario Human Rights Commission

Background

Having received Diversity Thunder Bay's Committee Against Racism and Discrimination report 'Overcoming Racism & Discrimination: A Plan for Action', in June 2009, City Council then established an 'Advisory Committee on Anti-Racism'. That Committee was to be a community based body whose principle role would be 'acting as an integrating structure, and building on the relationships the City has already established with various organizations and the broader community to develop and recommend a plan of action with timelines and measurable objectives and to provide advice on current policies and practices on equity, diversity and racism.

In 2015, a review was conducted of the work of the Committee and the best structure moving forward. It was determined that the best structure would be two tiered with a smaller Advisory Committee weighted toward community representatives, operating in accordance with Council's procedures, and a larger, inclusive Roundtable of community-based organizations united in action against racism and to promote equity, diversity and respect in the community.
(Attachment A)

In April 2018, Committee members agreed the structure required additional community representation, both by individuals and organizations.

Objectives

According to its mandate, the Anti-Racism and Respect Advisory Committee specifically:

- Develops and recommends to City Council a four-year Action Plan to challenge individual or systemic acts of racial discrimination and foster respect;
- Monitors and assesses progress in challenging racial discrimination in our community in collaboration with the Roundtable Against Racism;
- Promotes the **respect.** initiative in our community;
- Provides public education to equip citizens with the knowledge and skills to recognize and challenge racial discrimination in our community;
- Reviews the four-year Plan annually.

Deliverables

The Committee will develop and recommend to Council a four-year Action Plan with timelines, key priorities and measurable objectives and success indicators to eliminate racism and to promote equity, diversity and respect in the community of Thunder Bay.

The Committee will implement the plan in conjunction with city staff as determined by the City Manager.

The Committee will develop partnerships with community organizations, agencies and others to assist in identifying and addressing issues related to racism and the implementation of the plan.

The Committee will provide advice on current policies and practices within The Corporation of the City of Thunder Bay on equity, diversity and racism, and such new initiatives that might from time to time be developed.

The Committee will provide an annual report to the public, City Council and CCMARD (Canadian Coalition of Municipalities Against Racism and Discrimination) on the results achieved through the implementation of the work plan.

The Committee will convene a Roundtable Against Racism annually to bring together the broader community organizations engaged in actions against racism and to promote equity, diversity and respect in the community. Invitation to participate in the Roundtable shall be extended to, but not limited to, the organizations listed in Attachment A.

The purpose of the Roundtable is to share information, research and best practices on related work and to provide a forum for stakeholder engagement in actions against racism and to

promote equity, diversity and respect in the community.

Committee Membership and Responsibilities

The Committee is comprised of up to 16 members* including:

- Mayor or designate
- Two members of City Council

The following shall be appointed by Resolution of Council:

- 5 community representatives

The following organizations shall each be invited to appoint one voting representative from their community::

- 1 appointee from Thunder Bay Multicultural Association
- 1 appointee of Regional Multicultural Youth Council (may rotate among youth)
- 1 appointee of the Urban Aboriginal Advisory Committee
- 1 appointee from Matawa First Nation
- 1 appointee from Fort William First Nation
- 1 appointee from Nishnawbe Aski Nation
- 1 appointee from the Métis Nation of Ontario
- 1 appointee from the Indigenous Friendship Centre
- 1 appointee from Kinna-aweya Legal Clinic
- 2 appointees (1 international student and 1 indigenous student) from Lakehead University
- 2 appointees (1 international student and 1 indigenous student) from Confederation College

*Final composition dependent on organizations appointing a representative

Community Representatives:

- will be appointed to staggered four year terms to ensure an overlap of terms and continuity of experience
- vacancies shall be filled as quickly as possible within two months of occurrence, when possible
- applications received to fill any/all vacancies will be reviewed by the Committee and a recommendation will be made to City Council to fill said vacancy
- terms will be staggered by two years

All Members:

Members are expected to participate in meetings of the Committee 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 for the Committee whose role it will be to preside over the meetings of the Committee and generally provide leadership to the Committee in its activities.

In addition the Committee members will select and appoint a Vice Chair to act on behalf of the Chair in his/her absence. The selection of the Chair and Vice Chair is to be conducted on an annual basis.

The terms of office of the voting members of the existing Committee are staggered in order to avoid a circumstance where a large turnover of Committee membership could possibly occur in any given year. This provides for consistency in governance.

Governance

Established to develop, recommend and implement an annual work plan, based on the approved four-year Action Plan, to address racism and to promote equity, diversity and respect in the community of Thunder Bay, the Committee 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.

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

Voting on motions and questions before the Committee shall be in accordance with the procedural rules for Council and its Committees.

Quorum at a meeting shall be a simple majority of confirmed voting members. While the Committee will work on a consensus basis, any recommendations to Thunder Bay City Council shall be voted on.

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

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

Amendments to the Terms of Reference may only be made with the approval of Committee of the Whole.

Timelines

It is expected that the Committee will generally meet on a monthly basis throughout the term of Council, holding such additional meetings as the work of the Committee might demand.

Resources & Finances

The Committee and Roundtable will be supported by City Administration through the Corporate Strategic Services Division and a Committee Coordinator from the Office of the City Clerk.

Contact

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

Each Committee member is asked to make sure that his or her contact information is kept current with the City Clerk.

Director - Corporate Strategic Services:
Telephone: 625-3859

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

ATTACHMENT A**Roundtable Against Racism**

Invitation to participate in the Roundtable held twice a year shall be extended to, but not limited to, the following organizations:

- Members and Officials of the Anti-Racism & Respect Advisory Committee
- Fort William First Nation
- Regional Multicultural Youth Council
- Thunder Bay Youth Strategy
- Thunder Bay Police Services
- Confederation College
- Lakehead District School Board
- The Métis Nation of Ontario
- Diversity Thunder Bay
- Thunder Bay Catholic District School Board
- Conseil scolaire de district catholique des Aurores boréales
- Lakehead University
- The Urban Aboriginal Advisory Committee
- Thunder Bay Multicultural Association
- Thunder Bay Indigenous Friendship Centre
- City of Thunder Bay Office of the Aboriginal Liaison
- Ontario Native Women's Association (ONWA)
- Nishnawbe Aski Nation (NAN)
- SUCCI (Student Union of Confederation College Inc.)
- LUSU (Lakehead University Student Union)
- Matawa First Nation
- SHIFT
- Thunder Bay Chamber of Commerce
- Thunder Bay Public Library
- Thunder Bay District Health Council
- District of Thunder Bay Social Services Administration Board
- Nokiiwin Tribal Council

ANTI-RACISM & RESPECT ADVISORY COMMITTEE

TERMS OF REFERENCE

Vision

Diversity is valued and racism is not accepted.

- Excerpted from Thunder Bay Counts Shared Agenda for Change

Principles

We observe the following anti-racism principles:

1. We recognize that racism exists in Canadian society and in its institutions, and therefore affects Thunder Bay itself.
 2. We recognize our role in combating racism in Thunder Bay.
 3. We assert our commitment to implement specific measures to combat racism and to engage in actions to eliminate it.
 4. We recognize and value the racial diversity of Thunder Bay.
 5. We recognize and respect the unique identities of Aboriginal peoples and the need for a distinct approach to anti-racism measures for Aboriginal peoples.
- Excerpted from the Ontario Human Rights Commission

Background

Having received Diversity Thunder Bay's Committee Against Racism and Discrimination report 'Overcoming Racism & Discrimination: A Plan for Action', in June 2009, City Council then established an 'Advisory Committee on Anti-Racism'. That Committee was to be a community based body whose principle role would be 'acting as an integrating structure, and building on the relationships the City has already established with various organizations and the broader community to develop and recommend a plan of action with timelines and measurable objectives and to provide advice on current policies and practices on equity, diversity and racism.

In 2015, a review was conducted of the work of the Committee and the best structure moving forward. It was determined that the best structure would be two tiered with a smaller Advisory Committee weighted toward community representatives, operating in accordance with Council's procedures, and a larger, inclusive Roundtable of community-based organizations united in action against racism and to promote equity, diversity and respect in the community.
(Attachment A)

In April 2018, Committee members agreed the structure required additional community

representation, both by individuals and organizations.

Objectives

According to its mandate, the Anti-Racism and Respect Advisory Committee specifically:

- Develops and recommends to City Council a four-year Action Plan to challenge individual or systemic acts of racial discrimination and foster respect and inclusion;
- Monitors and assesses progress in challenging racial discrimination in our community in collaboration with the Roundtable Against Racism;
- Promotes the **respect.** initiative in our community;
- Provides public education to equip citizens with the knowledge and skills to recognize and challenge racial discrimination in our community;
- Reviews the four-year Plan annually.

Deliverables

The Committee will develop and recommend to Council a four-year Action Plan with timelines, key priorities and measurable objectives and success indicators to eliminate racism and to promote equity, diversity, inclusion and respect in the community of Thunder Bay.

The Committee will implement the plan in conjunction with city staff as determined by the City Manager.

The Committee will develop partnerships with community organizations, agencies and others to assist in identifying and addressing issues related to diversity, inclusion and racism and the implementation of the plan.

The Committee will provide advice on current policies and practices within The Corporation of the City of Thunder Bay on equity, diversity, inclusion and racism, and such new initiatives that might from time to time be developed.

The Committee will provide an annual report to the public, City Council and CCMARD (Canadian Coalition of Municipalities Against Racism and Discrimination) on the results achieved through the implementation of the work plan.

The Committee will convene a Roundtable Against Racism annually to bring together the broader community organizations engaged in actions against racism and to promote equity, diversity and respect in the community. Invitation to participate in the Roundtable shall be extended to, but not limited to, the organizations listed in Attachment A.

The purpose of the Roundtable is to share information, research and best practices on related work and to provide a forum for stakeholder engagement in actions against racism and to promote equity, inclusion, diversity and respect in the community.

Committee Membership and Responsibilities

The Committee is comprised of up to 20 members* including:

- Mayor or designate
- Two members of City Council

The following shall be appointed by Resolution of Council:

- 5 community representatives, which will include the following:
 - 1 Citizen Representative to be identified as Indigenous, Metis, Inuit
 - 1 Citizen Representative to be identified as Visible Minority
 - 1 Citizen Representative to be identified as a Woman

*Application form to ask for identifier

The following organizations shall each be invited to appoint one voting representative from their community:

- 1 appointee from Thunder Bay Multicultural Association
- 1 appointee of Regional Multicultural Youth Council (may rotate among youth)
- 1 appointee of the Urban Aboriginal Advisory Committee
- 1 appointee from Thunder Bay Police Service (Front Line Staff)
- 1 appointee from Matawa First Nation
- 1 appointee from Fort William First Nation
- 1 appointee from Nishnawbe Aski Nation
- 1 appointee from the Métis Nation of Ontario
- 1 appointee from the Indigenous Friendship Centre
- 1 appointee from Kinna-aweya Legal Clinic
- 1 appointee from Lakehead University Student Union
- 1 appointee Confederation College Student Union

*Final composition dependent on organizations appointing a representative

Community Representatives:

- will be appointed to staggered four year terms to ensure an overlap of terms and continuity of experience
- vacancies shall be filled as quickly as possible within two months of occurrence, when possible
- applications received to fill any/all vacancies will be reviewed by the Committee and a recommendation will be made to City Council to fill said vacancy
- terms will be staggered by two years

All Members:

Members are expected to participate in meetings of the Committee 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 for the Committee whose role it will be to preside over the meetings of the Committee and generally provide leadership to the Committee in its activities.

In addition, the Committee members will select and appoint a Vice Chair to act on behalf of the Chair in their absence. The selection of the Chair and Vice-Chair is to be conducted on an annual basis.

The terms of office of the voting members of the existing Committee are staggered to avoid a circumstance where a large turnover of Committee membership could possibly occur in any given year. This provides for consistency in governance.

Governance

Established to develop, recommend and implement an annual work plan, based on the approved four-year Action Plan, to address racism and to promote equity, diversity, inclusion and respect in the community of Thunder Bay, the Committee 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.

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

Voting on motions and questions before the Committee shall be in accordance with the procedural rules for Council and its Committees.

Quorum at a meeting shall be a simple majority of confirmed voting members. While the Committee will work on a consensus basis, any recommendations to Thunder Bay City Council shall be voted on.

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

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

Amendments to the Terms of Reference may only be made with the approval of Committee of

the Whole.

Timelines

The Anti-Racism & Respect Advisory Committee will generally meet monthly aside from the months of July and August and shall otherwise meet at the call of the Chair.

Resources & Finances

The Committee and Roundtable will be supported by City Administration through the Corporate Strategic Services Division and a Committee Coordinator from the Office of the City Clerk.

Contact

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

Each Committee member is asked to make sure that his or her contact information is kept current with the City Clerk.

Director - Corporate Strategic Services:
Telephone: 625-3859

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

ATTACHMENT A**Roundtable Against Racism**

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- Members and Officials of the Anti-Racism & Respect Advisory Committee
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- Lakehead District School Board
- The Métis Nation of Ontario
- Diversity Thunder Bay
- Thunder Bay Catholic District School Board
- Conseil scolaire de district catholique des Aurores boréales
- Lakehead University
- The Urban Aboriginal Advisory Committee
- Thunder Bay Multicultural Association
- Thunder Bay Indigenous Friendship Centre
- City of Thunder Bay Office of the Aboriginal Liaison
- Ontario Native Women's Association (ONWA)
- Nishnawbe Aski Nation (NAN)
- SUCCI (Student Union of Confederation College Inc.)
- LUSU (Lakehead University Student Union)
- Matawa First Nation
- SHIFT
- Thunder Bay Chamber of Commerce
- Thunder Bay Public Library
- Thunder Bay District Health Council
- District of Thunder Bay Social Services Administration Board
- Nokiiwin Tribal Council

Corporate Report

DEPARTMENT/ DIVISION	Corporate Services & Long Term Care	REPORT NO.	R 163/2019
DATE PREPARED	10/12/2019	FILE NO.	
MEETING DATE	11/25/2019		
SUBJECT	Tbaytel By-law Amendment Request		

RECOMMENDATION

With respect to Report R 163/2019 (Corporate Services and Long Term Care) we recommend that By-law 257-2004 be amended to provide that for the period *January 1, 2020 to June 30, 2022*, the Tbaytel Board member composition include a minimum of three (3) voting members eligible to run for Council for Thunder Bay

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

EXECUTIVE SUMMARY

Tbaytel was established as a Municipal Services Board through By-law 257-2004. The By-law contains restrictions on the selection of board members.

The Tbaytel Board has brought forward a time-limited amendment to the board member selection qualifications. The Board is requesting a reduction from four (4) to three (3) in the minimum number of voting members being eligible to run for Thunder Bay City Council. The change will ensure needed continuity and knowledge transfer opportunities to the board, vital for the highly competitive and evolving environment in which Tbaytel is operating.

The requested change is recommended to City Council by Administration

DISCUSSION

There are eight (8) voting members of the Tbaytel Board. One person appointed by Council as the Board Chair and seven persons appointed by Council as members.

The By-law includes requirements when selecting board members as follows:

- a maximum of one member of Council may be appointed to the Board; and
- a minimum of four voting members must be eligible to run for Thunder Bay City Council.

The current Tbaytel Board composition adheres to these By-law restrictions. One of the four local board members, recently renewed for a three-year term, will be moving from the City of Thunder Bay.

The Tbaytel Board has requested an amendment to By-law 257-2004 to provide that for the period *January 1, 2020 to June 30, 2022* the Tbaytel Board member composition include a minimum of three voting members eligible to run for Council for Thunder Bay.

This amendment, if approved, will allow the board member to complete the renewed term and ensure needed continuity and knowledge transfer opportunities for the board, vital for the highly competitive and evolving environment in which Tbaytel is operating.

FINANCIAL IMPLICATION

There are no financial implications associated with the recommendation in this Report.

CONCLUSION

It is concluded that the change requested by the Tbaytel Board is reasonable and should be approved by City Council.

BACKGROUND

City Council created Tbaytel as a distinct corporate entity (known as Municipal Service Board) through By-law 257-2004. The by-law places limits on certain activities and corporate composition of Tbaytel.

Under By-law 257-2004, Tbaytel is governed by a board made up of nine members. Eight (8) of the board members have a right to vote at meetings of the board and are made up of one person appointed by City Council as the board chair and seven persons appointed by City Council as members. The ninth member of the board will be a non-voting member and will be the CEO of Tbaytel by virtue of office.

REFERENCE MATERIAL ATTACHED

None.

PREPARED BY: LINDA EVANS, GM – CORPORATE SERVICES & LONG-TERM CARE, TREASURER

THIS REPORT SIGNED AND VERIFIED BY: Linda Evans, GM Corporate Service & Long Term Care, Treasurer	DATE: November 12, 2019
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Corporate Report

DEPARTMENT/ DIVISION	Corporate Services & Long Term Care - Revenue	REPORT NO.	R 167/2019
DATE PREPARED	10/29/2019	FILE NO.	
MEETING DATE	11/25/2019 (mm/dd/yyyy)		
SUBJECT	Unsuccessful Tax Sale Properties		

RECOMMENDATION

With respect to Report No. 167/2019 (Revenue) we recommend that taxes be written off as uncollectible for the properties that did not sell in the 2019 tax sale as follows:

<u>Roll Number</u>	<u>Address</u>	<u>Balance at October 31, 2019</u>
01.001.05500.0000	235-237 Red River Road	\$109,429.61
01.008.05900.0000	61 Court Street South	\$33,589.19
03.108.05115.0000	Lynda Avenue	\$2,762.57
03.108.39400.0000	2100 Baker Avenue	\$15,238.56
03.109.15841.0000	4335 Willard Avenue	\$2,883.53
04.125.01400.0000	300 Finlayson Street	\$25,008.00
04.173.15900.0000	811 105 th Street	\$2,909.71
04.173.32400.0000	832 110 th Street	\$2,968.18
04.183.08000.0000	1418 Moodie Street East	\$11,789.04
04.230.07900.0000	1101 Frederica Street West	\$126,014.92

AND THAT Administration be authorized to enter into agreements with the Crown relative to any Crown liens registered against the properties.

AND THAT upon entering into agreements with the Crown relative to any Crown liens, the City Treasurer vest the following properties in the name of the municipality being properties having a low environmental risk and that the properties be retained by the municipality for municipal purposes:

<u>Roll Number</u>	<u>Address</u>
03.108.05115.0000	Lynda Avenue
03.108.39400.0000	2100 Baker Avenue
03.109.15841.0000	4335 Willard Avenue
04.173.15900.0000	811 105 th Street
04.173.32400.0000	832 110 th Street

AND THAT upon entering into agreements with the Crown relative to any Crown liens, the City Treasurer vest the following properties in the name of the municipality, having low environmental risk and that the properties be declared surplus to municipal needs and advertised for sale immediately in an “as is” “where is” condition on the open market:

<u>Roll Number</u>	<u>Address</u>
01.001.05500.0000	235-237 Red River Road
01.008.05900.0000	61 Court Street South
04.125.01400.0000	300 Finlayson Street
04.183.08000.0000	1418 Moodie Street East
04.230.07900.0000	1101 Frederica Street West

AND THAT immediately upon the vesting of properties, Administration take the appropriate steps to manage all risks associated with ownership of the properties.

AND THAT the General Manager of Development and Emergency Services be authorized to execute all required documentation with respect to the sale of the properties in a content and form satisfactory to the Manager of Realty Services and the City Solicitor respectively;

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

EXECUTIVE SUMMARY

City Council authorized tax registration and sale proceedings for 181 properties that were in three years’ tax arrears in March 2017. Arrears were paid on 158 properties, extension agreements were approved for 5 properties, and 7 properties sold in the annual tax sale. This report recommends an approach to deal with 10 properties that did not sell in the 2019 tax sale.

DISCUSSION

City Council authorized tax registration and sale proceedings for 181 properties which were in 3 years tax arrears further to Report 33/2017 (Corporate Services & Long Term Care - Revenue) presented to Council on March 27, 2017. Arrears were paid on 153 properties and extension agreements were approved for 5 properties prior to advertising the tax sale in 2019.

A tax sale is held annually in June. The remaining 23 unpaid properties to be included in the tax sale were advertised for sale by public tender, the minimum bid being the total of taxes, penalties and costs associated with tax registration and sale proceedings. Payment in full was received from the owners of 5 of the properties while advertising was underway, and of the 18 properties remaining, 7 sold in the tax sale, leaving 11 properties that were not sold. This report recommends an approach to deal with 10 of the 11 remaining properties that did not sell in the 2019 tax sale.

Write Off of Taxes

Administration is able to recover the education portion of the taxes from school boards when the taxes are written-off. The education taxes that were billed have already been passed on to the school boards on the assumption the municipality would collect them. Recognizing them as uncollectible and writing them off will allow the municipality to recover the monies advanced in previous years. If a property is sold within 7 years of vesting, and the cancellation price exceeds \$10,000, the municipality is required to share the net sale proceeds in proportion to amounts written off with the school boards.

Provincial and Federal Crown Liens

There is legislation that applies to Provincial Crown liens. Section 353 of the *Municipal Act, 2001* provides that upon vesting, a property vests free and clear of Provincial liens, but if it is subsequently sold within seven years by the municipality, then net sale proceeds are to be proportionally shared among Crown lien holders and the City in relation to amounts written off. If a municipality sells a property after seven years, all proceeds are retained by the municipality.

Although there is no similar legislation at the Federal level, historically Federal lien holders have been receptive to arrangements that mirror Provincial legislation. Federal liens have been registered against title to the following properties:

<u>Roll Number</u>	<u>Address</u>
01.001.05500.0000	235-237 Red River Road
01.008.05900.0000	61 Court Street South
04.183.08000.0000	1418 Moodie Street East

Administration is recommending that it be authorized to enter into agreements with Federal lien holders, whereby liens will be removed from the properties and upon sale of the lands, any proceeds net of costs incurred by the municipality will be shared in proportion to amounts written off by the municipality and the Federal lien holders. Administration believes this is a fair and equitable means of resolving Crown lien concerns. All recommendations to vest properties are subject to the Federal lien holder being in agreement to the sharing agreement.

Environmental Risks

The *Environmental Protection Act* provides some protection measures for municipalities vesting property as a result of unsuccessful tax sale proceedings. Protection is limited to a period of five years from the date the municipality becomes the owner of the property. During that time, the Province will not issue any order under the *Environmental Protection Act* to the municipality with respect to the property because of the presence or discharge of a contaminant on, in or under the property, unless any of the following circumstances exist:

1. There is danger to the health or safety of any person
2. There is impairment or serious risk of impairment of the quality of the natural environment for any use that can be made of it.

3. There is injury or damage or serious risk of injury or damage to any property or to any plant or animal life.

This legislation provides a five-year period of protection for the municipality to vest and sell off property that could potentially have contamination issues.

Low Risk Properties Recommended to be Vested and Retained by City

The municipality has an interest in retaining five properties as follows:

<u>Roll Number</u>	<u>Address</u>
03.108.05115.0000	Lynda Avenue
03.108.39400.0000	2100 Baker Avenue
03.109.15841.0000	4335 Willard Avenue
04.173.15900.0000	811 105 th Street
04.173.32400.0000	832 110 th Street

Low Risk Property Recommended for Vesting and Declared Surplus

The following properties are identified as having a low environmental risk and are being recommended to vest in the name of the municipality and declared surplus:

<u>Roll Number</u>	<u>Address</u>
01.001.05500.0000	235-237 Red River Road
01.008.05900.0000	61 Court Street South
04.125.01400.0000	300 Finlayson Street
04.183.08000.0000	1418 Moodie Street East
04.230.07900.0000	1101 Frederica Street West

FINANCIAL IMPLICATION

The municipal portion of arrears totaling \$304,891.30 recommended for write-off has been accounted for in the 2019 operating budget.

The education portion of arrears totaling \$27,702.01 recommended for write-off will be recovered from the respective school boards.

CONCLUSION

It is concluded that the City Treasurer should vest unsuccessful tax sale properties, as recommended in this Report, in the name of the Municipality.

BACKGROUND

The *Municipal Act, 2001* provides a two-year deadline from the date of a tax sale for the Treasurer to make a decision to vest a property in the name of the municipality. If after the two-year deadline, the property has not been vested, tax sale proceedings are deemed to have been cancelled. The *Municipal Act, 2001* also provides authority for Council to write off unpaid taxes as uncollectible after an unsuccessful tax sale whether or not the property vests in the municipality.

In 2008, City Council approved a Tax Sale Vesting Policy. The policy establishes guidelines with respect to the management of unsuccessful municipal tax sale properties. The intent of the Policy is to provide an equitable and advantageous method to restore under-utilized and potentially contaminated properties to productive tax generating uses. However, the Policy does provide consideration for situations, whereby an unsuccessful tax sale property may have characteristics that would make vesting not viable and in these situations, proceedings are cancelled.

REFERENCE MATERIAL ATTACHED

Attachment 1 – Details of Unsuccessful Tax Sale Properties Recommended to Vest

PREPARED BY: *Kathleen Cannon, Director-Revenue*

THIS REPORT SIGNED AND VERIFIED BY:	DATE:
Linda Evans, GM Corporate Services & Long Term Care, City Treasurer	November 15, 2019

Attachment 1
Details of Unsuccessful Tax Sale Properties Recommended to Vest

235-237 RED RIVER ROAD

PROPERTY DETAILS:

Roll Number: 01.001.05500.0000
Legal Description: Pt. Lot 8, S/S Arthur St, Prince Arthur's Landing
McIntyre, as in TBR162636 except T/W therein
Area: 597.11 square metres (6427.27 square feet)
Pin Number: 62143-0046

EXISTING STATUS:

Structures: 3 Storey Commercial/Residential Building
Taxes Outstanding: \$109,429.61
Current Assessment: \$453,000
Crown Lien: Canada Revenue Agency - \$215,702.15 plus interest
Present Official Plan: Strategic Core
Present Zoning: C5
Present Use: Commercial building

RECOMMENDATIONS:

Disposal Method: Open Market Sale
Appraisal Req'd: Yes
Appraisal Value: To be determined

ENVIRONMENTAL ISSUES:

No known issues.
Low Risk.

COMMENTS:

The property is not required for municipal purposes. Administration recommends that this property be vested and sold in an "as is" "where is" condition on the open market.

PROPERTY LOCATION
AREA: 597.11 sq m ±
(6427.27 sq ft ±)

COURT ST N
 COOKE ST
 NORTH OF ARTHUR STREET
 RED RIVER RD
 PARK AVE
 COURT ST S

PLAN 55R-4420
 PLAN 55R-1247
 PLAN 55R-2187
 PLAN 55R-3413
 PLAN 55R-1172
 PLAN 55R-1171

235
 237

0 10 20 30 40 m

D67

THIS MAP IS FOR GENERAL ILLUSTRATIVE PURPOSES ONLY, DIMENSIONS AND/OR AREAS ARE APPROXIMATE.



Property Location City Owned



City Owned



235 & 237 Red River Rd

LEGAL: TP S ARTHUR PT LT 8 ARD146522

Prepared By:	CK	Date:	13/08/2019	Scale:	As Noted
General Manager:	Mark Smith	Author:	LB	File No:	RS 19 901824
LRO PIN:	621430046	Roll No:	5804010001055000000		

FILE: H02: AERIAL PHOTOGRAPHY DIGITAL MAPPING RELATED DATASETS REALTY SERVICES MAP STAX SALES TAX SALES TAX 2019 RS - 9 30604 - REDNER 228 RS - 9 30604 - REDNER 228 INTERNAL TX APP PHOTO MAPPING

Attachment 1
Details of Unsuccessful Tax Sale Properties Recommended to Vest

61 S. COURT STREET

PROPERTY DETAILS:

Roll Number: 01.008.05900.0000
Legal Description: Pt Lot 5, S/S. Ambrose St of Park Lot 2
S/S Pearl St., Plan 95 1/2
Area: 322.27 square metres (3468.9 square feet)
Pin Number: 62143-0005

EXISTING STATUS:

Structures: 2 Storey Commercial Building
Taxes Outstanding: \$33,589.19
Current Assessment: \$92,000
Crown Lien: Ministry of Finance - \$261,003.97 plus interest
Canada Revenue Agency - \$102,031.72 plus interest
Present Official Plan: Strategic Core
Present Zoning: C5
Present Use: Used Car Lot

RECOMMENDATIONS:

Disposal Method: Open Market Sale
Appraisal Req'd: No
Appraisal Value: To be determined

ENVIRONMENTAL ISSUES:

No known issues.

Low Risk.

COMMENTS:

The property is not required for municipal purposes. Administration recommends that this property be vested and sold in an "as is" "where is" condition on the open market.

 Property Location City Owned



61 Court St S

LEGAL: PLAN 95 1/2 2 S PEARL S AMBROSE N 52.5 FT LOT 5

Prepared By:	CK	Date:	13/08/2019	Scale:	As Noted
General Manager:	Mark Smith	Author:	LB	File No:	RS 19 901824
LRO PIN:	621430005	Roll No:	5804010008059000000		

FILE:1000_AERIAL PHOTOGRAPHY DIGITAL MAPPING RELATED DATA/STEREOPAIR SERVICE/RAW/RAW10400_10_20104_COURT_H_008_10_20104_COURT_H_0_0_INTERNALS_AIRPHOTO.MXD

Attachment 1
Details of Unsuccessful Tax Sale Properties Recommended to Vest

LYNDA AVENUE

PROPERTY DETAILS:

Roll Number: 03.108.05115.0000
Legal Description: Pt Lot 18, Con 2, NKR, Neebing
Area: 10.1 square metres (108.75 square feet)
Pin Number: 62017-0088

EXISTING STATUS:

Structures: None
Taxes Outstanding: \$2,762.57
Current Assessment: \$4,900
Crown Lien: None
Present Official Plan: Rural 3
Present Zoning: R1-N
Present Use: Vacant

RECOMMENDATIONS:

Disposal Method: To be retained by the City
Appraisal Req'd: No
Appraisal Value: Not Applicable

ENVIRONMENTAL ISSUES:

No known issues.
Low Risk.

COMMENTS:

The City will retain these lands for consolidation and development purposes in conjunction with possible future development of other City-owned lands in the area.

Attachment 1

Details of Unsuccessful Tax Sale Properties Recommended to Vest



FILE 1:02_AERIAL PHOTOGRAPHY DIGITAL MAPPING RELATED DATASETS REALTY SERVICES MAPS TAX SALE TAX SALES 2019 RS_19_30501_620170088 RS_30501_620170088 INTERNAL TX_AIRPHOTO.MXD

Attachment 1
Details of Unsuccessful Tax Sale Properties Recommended to Vest

2100 BAKER AVENUE

PROPERTY DETAILS:

Roll Number: 03.108.39400.0000
Legal Description: Lot 6-9, Plan W742, except RR76
Area: 11.82 acres (4.78 hectares)
Pin Number: 62017-0056

EXISTING STATUS:

Structures: None
Taxes Outstanding: \$15,238.56
Current Assessment: \$75,000
Crown Lien: Ministry of Finance - \$2,065.31 plus interest from April 16, 2014
Present Official Plan: Light Industrial
Present Zoning: IN2-N
Present Use: Vacant

RECOMMENDATIONS:

Disposal Method: To be retained by the City
Appraisal Req'd: No
Appraisal Value: Not Applicable

ENVIRONMENTAL ISSUES:

No known issues.

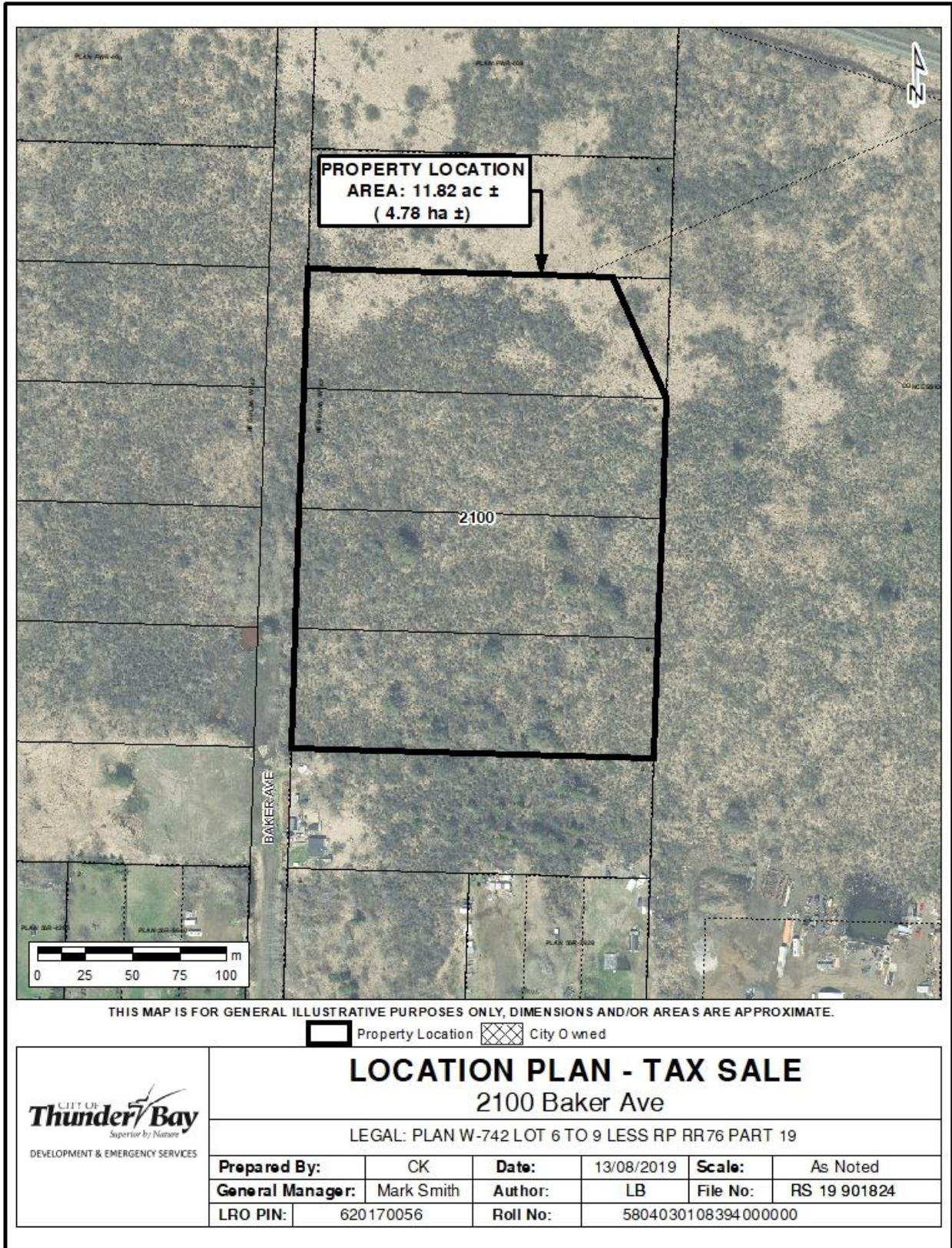
Low Risk.

COMMENTS:

The property is not required for municipal purposes at this time. However, because this property has no legal road frontage and it is landlocked, Administration recommends that the property be vested, declared surplus and be kept in the City's surplus inventory for future development purposes.

Attachment 1

Details of Unsuccessful Tax Sale Properties Recommended to Vest



Attachment 1
Details of Unsuccessful Tax Sale Properties Recommended to Vest

4335 WILLARD AVENUE

PROPERTY DETAILS:

Roll Number:	03.109.15841.0000
Legal Description:	Lot 41-42, Blk 2, Plan W215, Neebing
Area:	533.23 square metres (5739.65 square feet)
Pin Number:	62268-0023

EXISTING STATUS:

Structures:	None
Taxes Outstanding:	\$2,883.53
Current Assessment:	\$500
Crown Lien:	None
Present Official Plan:	Provincially Significant Wetland
Present Zoning:	EP & EO
Present Use:	Vacant

RECOMMENDATIONS:

Disposal Method:	To be retained by the City
Appraisal Req'd:	No
Appraisal Value:	Not Applicable

ENVIRONMENTAL ISSUES:

No known issues.

Low Risk.

COMMENTS:

The property is not required for municipal purposes at this time. However, because this property has no legal road frontage and it is landlocked, Administration recommends that the property be consolidated with the City's other land holdings in the area.

PROPERTY LOCATION
AREA: 533.23 sq m ±
(5739.65 sq ft ±)

4335

PLAN 55R-11154

BLOCK 57 BLOCK 58 BLOCK 59 BLOCK 60 BLOCK 61 BLOCK 62 BLOCK 63

PLAN 55R-1375 PLAN 55R-1350 PLAN 55R-13704 PLAN 55R-13112

REG PLAN 55M-618

WEILER BLVD

DEER CT

0 10 20 30 40 m

39' 40'

REG PLAN 55M-618

PLAN 55R-12965

THIS MAP IS FOR GENERAL ILLUSTRATIVE PURPOSES ONLY, DIMENSIONS AND/OR AREAS ARE APPROXIMATE.

Property Location City Owned

LOCATION PLAN - TAX SALE

4335 Willard Ave

LEGAL: PL 215 BLK 2 LT 41-42

Prepared By:	CK	Date:	13/08/2019	Scale:	As Noted
General Manager:	Mark Smith	Author:	LB	File No:	RS 19 901824
LRO PIN:	622680023	Roll No:	5804030109158410000		

Attachment 1
Details of Unsuccessful Tax Sale Properties Recommended to Vest

300 FINLAYSON STREET

PROPERTY DETAILS:

Roll Number:	04.125.01400.0000
Legal Description:	Pt Lot 3, Blk 34, Plan W54
Area:	352.51 square metres (3794.43 square feet)
Pin Number:	62071-0133

EXISTING STATUS:

Structures:	2 Storey Building
Taxes Outstanding:	\$25,008.00
Current Assessment:	\$130,000
Crown Lien:	None
Present Official Plan:	Residential
Present Zoning:	R2
Present Use:	Single Family Residential

RECOMMENDATIONS:

Disposal Method:	Open Market Sale
Appraisal Req'd:	No
Appraisal Value:	To be determined

ENVIRONMENTAL ISSUES:

No known issues.

Low Risk.

COMMENTS:

The property is not required for municipal purposes. Administration recommends that this property be vested and sold in an "as is" "where is" condition on the open market.

Details of Unsuccessful Tax Sale Properties Recommended to Vest



Attachment 1
Details of Unsuccessful Tax Sale Properties Recommended to Vest

811 105th STREET

PROPERTY DETAILS:

Roll Number:	04.173.15900.0000
Legal Description:	Lot 142/143, Plan WM19, Neebing Additional
Area:	488.85 square metres (5261.91 square feet)
Pin Number:	62248-0536

EXISTING STATUS:

Structures:	None
Taxes Outstanding:	\$2,909.71
Current Assessment:	\$3,500
Crown Lien:	None
Present Official Plan:	Environmental Protection
Present Zoning:	OS
Present Use:	Vacant

RECOMMENDATIONS:

Disposal Method:	To be retained by the City
Appraisal Req'd:	No
Appraisal Value:	Not Applicable

ENVIRONMENTAL ISSUES:

No known issues.

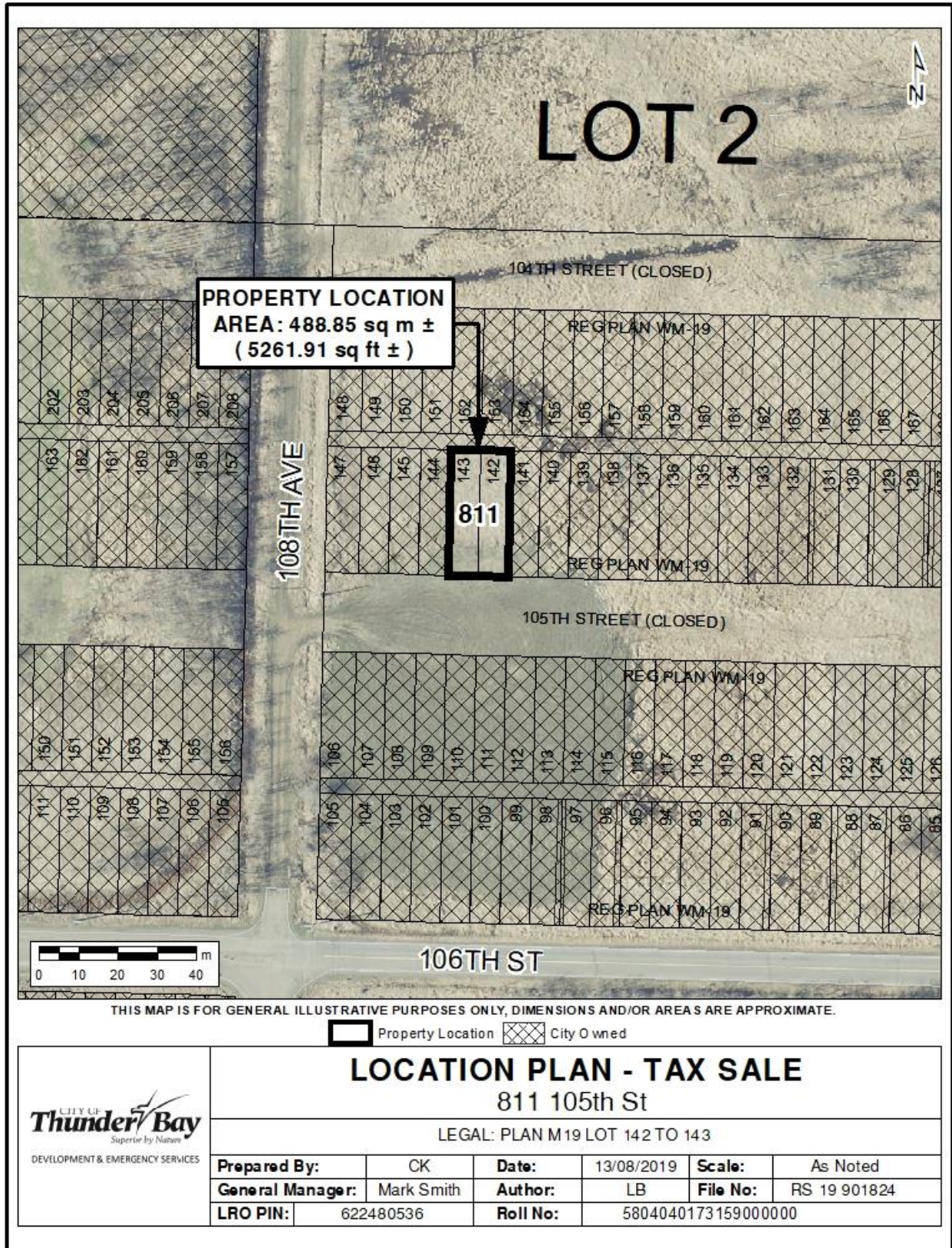
Low Risk.

COMMENTS:

The property is not required for municipal purposes. The City should retain these lands for future land development purposes in relation to the Mission and McKellar Islands.

Attachment 1

Details of Unsuccessful Tax Sale Properties Recommended to Vest



Attachment 1
Details of Unsuccessful Tax Sale Properties Recommended to Vest

832 110th STREET

PROPERTY DETAILS:

Roll Number:	04.173.32400.0000
Legal Description:	Lot 160, Plan W168, Neebing Additional
Area:	307.65 square metres (3311.49 square feet)
Pin Number:	62248-0681

EXISTING STATUS:

Structures:	None
Taxes Outstanding:	\$2,968.18
Current Assessment:	\$2,900
Crown Lien:	None
Present Official Plan:	Heavy Industrial
Present Zoning:	IN3
Present Use:	Vacant

RECOMMENDATIONS:

Disposal Method:	To be retained by the City
Appraisal Req'd:	No
Appraisal Value:	Not Applicable

ENVIRONMENTAL ISSUES:

No known issues.

Low Risk.

COMMENTS:

The property is not required for municipal purposes. The City should retain these lands for future land development purposes in relation to the Mission and McKellar Islands.

Attachment 1

Details of Unsuccessful Tax Sale Properties Recommended to Vest



Attachment 1
Details of Unsuccessful Tax Sale Properties Recommended to Vest

1418 MOODIE ST. E.

PROPERTY DETAILS:

Roll Number: 04.183.08000.0000
Legal Description: Pt Lot 292, Plan W393
Area: 247.13 square metres (2660.1 square feet)
Pin Number: 62055-0089

EXISTING STATUS:

Structures: One half duplex dwelling
Taxes Outstanding: \$11,789.04
Current Assessment: \$98,000
Crown Lien: Canada Revenue Agency - \$91,930.74
Present Official Plan: Residential
Present Zoning: R2
Present Use: Single Family Residential

RECOMMENDATIONS:

Disposal Method: Open Market Sale
Appraisal Req'd: Yes
Appraisal Value: To be determined

ENVIRONMENTAL ISSUES:

No known issues.

Low Risk.

COMMENTS:

The property is not required for municipal purposes. Administration recommends that this property be vested and sold in an "as is" "where is" condition on the open market.

Details of Unsuccessful Tax Sale Properties Recommended to Vest



Attachment 1
Details of Unsuccessful Tax Sale Properties Recommended to Vest

1101 FREDERICA ST. W.

PROPERTY DETAILS:

Roll Number:	04.230.07900.0000
Legal Description:	Lot 29, Blk 22, Plan W219
Area:	368.59 square metres (3967.45 square feet)
Pin Number:	62024-0016

EXISTING STATUS:

Structures:	None
Taxes Outstanding:	\$126,014.92
Current Assessment:	\$53,000
Crown Lien:	None
Present Official Plan:	Residential
Present Zoning:	R1
Present Use:	Vacant

RECOMMENDATIONS:

Disposal Method:	Open Market Sale
Appraisal Req'd:	No
Appraisal Value:	To be determined.

ENVIRONMENTAL ISSUES:

No known issues.

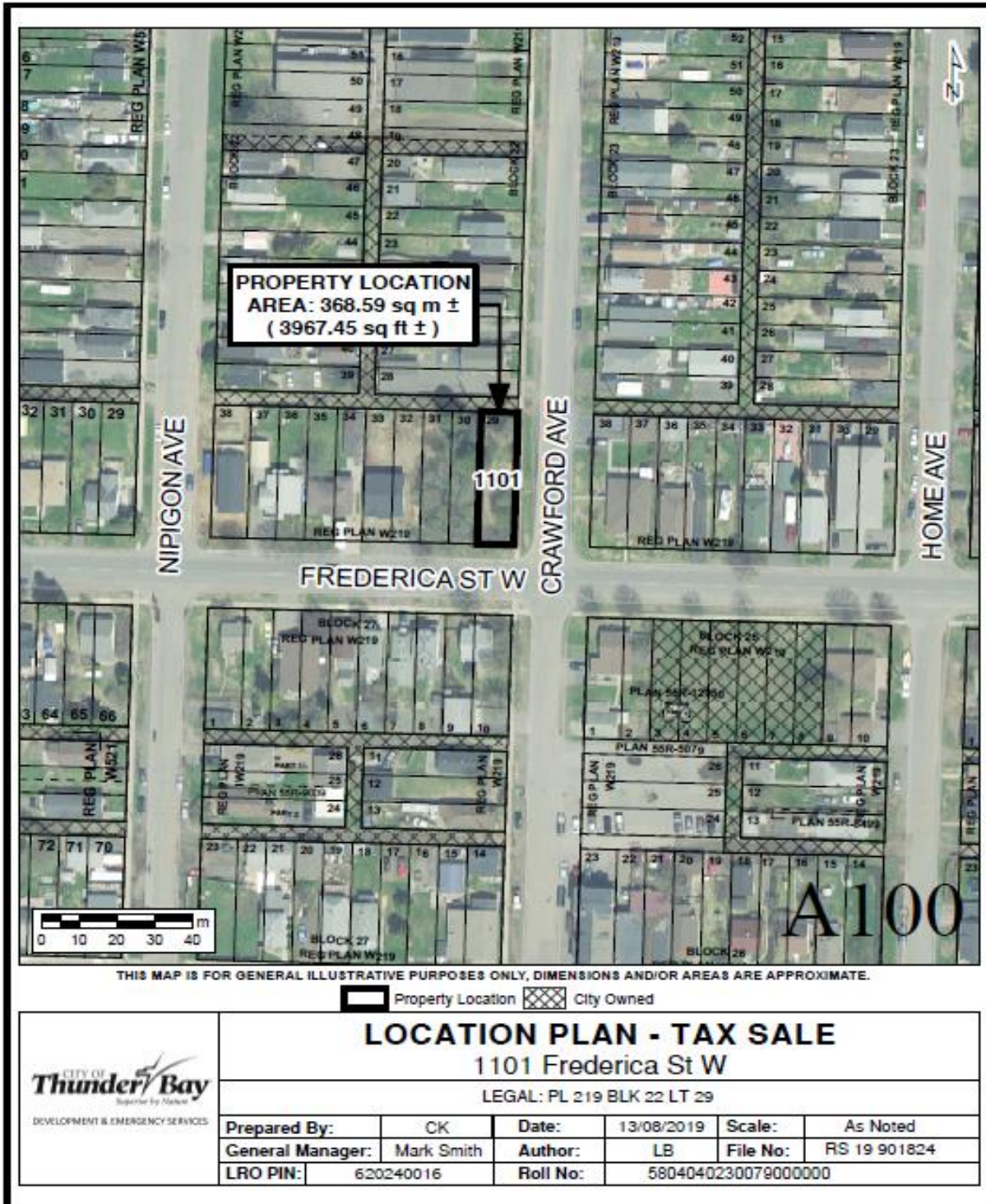
Low Risk.

COMMENTS:

The property is not required for municipal purposes. Administration recommends that this property be vested and sold in an "as is" "where is" condition on the open market.

Attachment 1

Details of Unsuccessful Tax Sale Properties Recommended to Vest



FILE: \\022_AIRIAL PHOTOGRAPHY DIGITAL MAPPING RELATED DATA\BENTLEY SERVICES\BNA\PTOX SA\BTA\BNA\2019\BNA_14_2019\BNA_14_2019\BNA_14_2019\FREDERICA_101_M_INTERMEDIATE_AIRPHOTO.WXD

Corporate Report

DEPARTMENT/ DIVISION	Corporate Services & Long Term Care - Revenue	REPORT NO.	R 169/2019
DATE PREPARED	10/30/2019	FILE NO.	
MEETING DATE	11/25/2019 (mm/dd/yyyy)		
SUBJECT	Application for Cancellation, Reduction Or Refund of Taxes Under Section 357 Of The Municipal Act		

RECOMMENDATION

With respect to Report No. R 169/2019 (Corporate Services & Long Term Care - Revenue), we recommend that the cancellation, reduction or refund of taxes totaling \$ 16,210.56 as outlined in the Report be approved;

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

EXECUTIVE SUMMARY

This Report recommends for approval the cancellation, reduction, and/or refund of property taxes, totaling \$16,210.56.

The *Municipal Act, 2001* provides authority for taxes to be adjusted in situations where: a change occurs on the property during the year requiring the assessment to be altered such as a fire or demolition; a person was overcharged due to a gross and manifest error in calculating the assessment; or repairs or renovations to the land prevented the normal use of the land for a period of at least three months during the year.

DISCUSSION

A property owner may make an application under Section 357 of the *Municipal Act, 2001* to the Treasurer for the cancellation, reduction, or refund of taxes levied in the year. Section 357 provides situations where tax adjustments may be made. This includes the following:

- a change event during a taxation year that is not reflected on the assessment roll such as a demolition, fire, or change of tax class;
- acquisition by an exempt body;
- removal of a mobile home;
- gross and manifest error in preparation of the assessment roll;
- sickness or extreme poverty; and

- renovations rendering the property unusable for more than 90 days.

Section 357 does not permit applications for situations where there was an error in judgment in making the assessment upon which the taxes have been levied. In those situations, the property owner must file an assessment appeal.

Applications can be made up until the last day in February of the year following the year in respect of which the application is made. Upon receiving an application, the Revenue Division forwards the application to the Municipal Property Assessment Corporation for a determination of the change implications on the properties assessment and the effective date of the change. If it is an application due to extreme sickness or poverty, the application is forwarded to the Thunder Bay District Social Services Administration Board (TBDSSAB) for a determination of an applicant's ability to pay.

Upon return to the Revenue Division, tax implications are calculated; applicants are notified and given an opportunity to appeal. If no objections are received, a listing of applications is prepared and submitted to Council for approval. If there is an objection, the Assessment Review Board (ARB) schedules a hearing where the applicant may present their case for objecting and the ARB in turn makes a final determination. Subsequently, the appropriate refund or cancellation is made.

Each applicant has been advised of the recommended amount for cancellation, reduction, or refund, and has been given an opportunity to object and receive a formal hearing before the ARB. No objections were received.

Attachment A contains a listing of proposed tax reductions arising from applications under Section 357 of the *Municipal Act, 2001*.

FINANCIAL IMPLICATION

Taxes recommended to be cancelled have been provided for in the 2019 Operating Budget.

CONCLUSION

It is concluded that the tax adjustments as outlined in this Report should be approved.

BACKGROUND

Section 357 of the *Municipal Act, 2001* provides authority for Council to consider applications for adjustments of taxes in specific instances.

REFERENCE MATERIAL ATTACHED

Attachment A – Application for Cancellation, Reduction or Refund of Taxes Under Section 357 of the Municipal Act, 2001.

PREPARED BY: *Chantal Harris, Manager – Billing and Collection Services*

THIS REPORT SIGNED AND VERIFIED BY:	DATE:
LINDA EVANS, GM CORPORATE SERVICES & LONG TERM CARE, CITY TREASURER	November 15, 2019

Attachment A

Proposed Tax Reductions Arising from Applications Under Section 357 of the Municipal Act, 2001

Roll Identifier Address	Reason For Application	Year of Appeal	Tax Adjustment
04.232.02600.0000 1514 ALPINE AVE	Demolition	2019	89.42 Detached garage demolished
01.039.01100.0000 232 CAMELOT ST	Class Change	2019	2,751.93 Ceased commerical activities
04.114.08200.0000 605 MCLAUGHLIN ST	Demolition	2019	319.91 House demolished
04.150.03300.0000 117 MCKELLAR ST S	Demolition	2019	1,883.89 Building demolished
01.009.14000.0000 107-117 JOHNSON AVE	Became Exempt	2019	2,999.51 Portion of assessment now exempt
04.220.09200.0000 212 FRANCIS ST W	Demolition	2019	163.75 Garage demolished
04.220.09200.0000 212 FRANCIS ST W	Renovations	2019	172.37 Renovations
01.062.00500.0000 133 RUTTAN ST	Demolition	2019	6.90 Building demolished
01.043.05600.0000 177 COLLEGE ST	Demolition	2019	15.12 Building demolished
01.030.09300.0000 543 ANDREW ST	Demolition	2019	284.14 Building demolished
02.104.19500.0000 640 ONION LAKE RD	Demolition	2019	373.58 Shed demolished
04.140.03200.0000 201 HARDISTY ST N	Became Exempt	2019	4,302.48 Property vested by the City
01.001.10200.0000 34 CUMBERLAND ST N	Became Exempt	2019	2,847.56 Tenant vacated
			<u><u>16,210.56</u></u>

Corporate Report

DEPARTMENT/ DIVISION	Corporate Services & Long Term Care - Revenue	REPORT NO.	R 170/2019
DATE PREPARED	10/30/2019	FILE NO.	
MEETING DATE	11/25/2019 (mm/dd/yyyy)		
SUBJECT	Vacant and Excess Land Sub-Class Discounts		

RECOMMENDATION

With respect to Report No. 170/2019 (Corporate Services & Long Term Care - Revenue) we recommend that the City of Thunder Bay's Commercial and Industrial Vacant and Excess Land subclass discounts be phased out over a period of two years, and that the discount amount be reduced from 30% in 2019 to 15% in 2020, and eliminated in 2021 for all commercial and industrial classes;

AND THAT the Minister of Finance be requested to pass a regulation to facilitate implementation of City Council's decisions with respect to phasing out the Commercial and Industrial Vacant and Excess Land subclass discounts.

EXECUTIVE SUMMARY

This report provides City Council with recommended changes to the vacant/excess land subclass discounts available to commercial and industrial property owners.

In January 2017, the Province of Ontario informed municipalities that they would be given the option to review the vacant unit rebate programs including the vacant/excess land subclass discounts and make changes to reflect their circumstances. While municipalities have been provided with the authority to change, amend or eliminate the vacant rebate programs, the Province retains regulatory authority. As a result, the City must formally request a regulatory change be made by the Province to reflect any changes municipal councils decide to make to the programs.

In May 2019, Council directed Administration to undertake a review relative to phasing out the 30% municipal discount factors applied to vacant and excess land subclasses in the commercial and industrial property classes

Administration has reviewed the vacant and excess land subclass reductions considering the impact to property owners, tax policy objectives, and assessment valuation models. Input was also requested from the public.

A two year phase-out of the vacant/excess land subclass reduction program is recommended. It does not have budget implications but does effect the distribution of the tax levy, shifting taxes onto the commercial and industrial vacant and excess land, and off the other property classes. In 2019, the vacant/excess land subclass reduction program shifted \$540,000 onto the other property classes with \$345,000 shifting onto the residential property class.

DISCUSSION

History

Since tax reform in 1998, vacant land and excess land received a 30% - 35% reduction in municipal and education taxes. Provincial legislation has established subclasses within the commercial and industrial property classes and MPAC is required to classify properties according to the following:

- Vacant land would be a commercial or industrial property that has no structures.
- Excess Land includes a portion of a parcel of commercial or industrial land if:
 - It has not been developed in any way, other than to service the parcel of land;
 - It is not being used other than for farming purposes;
 - And it is in excess of the municipal requirement for any existing development elsewhere on the parcel;
 - Rail yards owned by railway companies are also included so long as there are no buildings or structures located on it.

Taxes are reduced automatically when a property is assessed by MPAC in the subclasses, therefore, municipalities do not budget for the reduction because it effects the distribution of the tax levy.

In January 2017, the Province of Ontario informed all municipalities that they would be given the option to review the vacant unit rebate programs including the vacant/excess land subclass discounts and make changes to reflect their circumstances.

In April 2019, the Province announced that it would be phasing out the education portion of the vacant unit rebate programs including the commercial and industrial vacant and excess land subclass discounts and the discount would be 15% in 2019, and eliminated in 2020.

Vacant / Excess Land Subclass Reduction Program

There are 384 properties currently receiving a tax reduction. The total municipal value of that reduction is \$544,603 (education taxes have not been included). The 384 properties represent 0.9% of total taxable properties. The taxable current value assessment (CVA) of these properties is \$55.8 million which is 0.5% of total taxable CVA for 2019 of 10.9 billion. Further details are shown in the table below.

Vacant/Excess Land Subclass Properties					
	# of Properties in subclass	2019 CVA	2019 Municipal Tax Levy (30% subclass reduction)	2019 Municipal Tax Levy with no subclass reduction	Impact of Reduction
Commercial	169	25,795,667	\$543,527	\$ 776,468	\$232,941
Industrial	215	30,023,519	\$727,210	\$1,038,872	\$311,662
Total	384	55,819,186	\$1,270,737	\$1,815,340	\$544,603

Program Review

In reviewing the options identified below, the following should be considered:

- The tax rate reduction was a mechanism to phase-in to the current property taxation system that took effect in Ontario in 1998 that still exists 20 years later.
- Vacant and excess land is appropriately assessed based on land value only, so applying a tax rate reduction provides a benefit that does not apply to comparable land that has a structure on it.
- Vacant or excess land in the other property classes such as residential or multi-residential do not receive a tax rate reduction.
- The absence of a tax rate reduction may result in property being developed sooner rather than later.
- The Long Term Tax Strategy that was approved by Council in May 2019, seeks to provide greater fairness among property classes

Option 1: Keep the current tax rate reductions (Not Recommended)

- Commercial and industrial vacant and excess land owners will continue to receive a 30% tax rate reduction on their municipal property taxes.
- All other property classes will continue to subsidize this reduction.
- Based on 2019 figures, the annual reduction is \$544,603.
- The reduction will continue to shift an additional 0.28% of the tax levy onto the other property classes.
- The tax rate reduction results in inequities among property classes.
- The tax rate reduction may be a deterrent to the development of property.
- The option is not consistent with the Ministry of Finance's two-year education tax rate phase-out process in place for 2019 and 2020.

Option 2: Eliminate the tax rate reductions in 2020 (Not Recommended)

- Commercial and industrial vacant and excess land owners will not receive a tax rate reduction on their municipal property taxes effective 2020 shifting approximately \$545,000 onto commercial and industrial vacant and excess property owners in 2020.
- Based on 2019 taxes, the average increase in municipal taxes for the 384 commercial and industrial vacant and excess land properties is \$1,560 representing a 49% municipal tax increase.

- Based on 2019 figures, all other property classes would experience a tax levy decrease of approximately 0.28%.
- Eliminating the tax rate reduction immediately is not consistent with the Ministry of Finance's two-year education tax rate phase-out process in place for 2019 and 2020.

Option 3: Phase-out the tax rate reductions over two years, starting in 2020 (Recommended)

- Commercial and industrial vacant and excess land owners will receive a municipal tax rate reduction of 15% on their municipal property taxes in 2020 and an elimination of the reductions in 2021 providing property owners in the subclasses additional time to prepare and budget for the tax rate increase.
- Based on 2019 taxes, the average increase in municipal taxes for the 384 commercial and industrial vacant and excess land properties would be \$709 in both 2020 and 2021.
- Based on 2019 figures, all other property classes would experience a tax levy decrease of approximately 0.14% in 2020 with a similar decrease in 2021.
- Phasing-out the tax rate reduction over two years is consistent with the Ministry of Finance's two-year education tax rate phase-out process in place for 2019 and 2020.

Community Engagement

The objective of the consultation was to solicit input on the three options identified above.

Feedback from the general public and business community was requested through the following process:

- Promoting an online survey through social media and the City's Get Involved website.
- Chamber of Commerce members received a link to the survey through the Chamber's weekly e-blast, reaching over 3,000 members of the business community.

Information and future options for the program were provided to residents on the City's Get Involved Thunder Bay website, along with survey questions. A copy of the survey questions and responses are included in Attachment 1.

The survey was active for five weeks. There were over 200 visitors to the page, and forty four (44) responses received. Of the forty four (44) responses only two (2) respondents owned commercial or industrial property and one (1) respondent currently benefits from the discount program. The respondents were forthcoming with comments and opinions which are included in Attachment 1.

The respondent who benefits from the rebate felt that the tax reduction was very important and a two-year phase-out approach would not allow enough time to adequately prepare for the elimination of the tax discount.

77% of respondents believe the discount has a negative impact on the local community, and 59% of respondents believe the discount creates a disincentive for land development in Thunder Bay.

Of the three options presented above, 2% did not want the program to change, 50% wanted the program eliminated in 2020, 39% wanted the program to be phased out over two years and 9% of respondents did not select one of the three options.

Outcome of Consultation

The consultation confirms that overall there is a majority supporting a cancellation of the Commercial and Industrial Vacant and Excess Land subclass discount program.

Other Municipalities

Other Ontario municipalities are reviewing their vacant and excess land tax rate reductions. Administration is aware of 26 municipalities that are eliminating the program in a phased approach and 13 municipalities that are eliminating the program immediately.

FINANCIAL IMPLICATION

Changes made to the vacant and excess land subclass reductions does not have budget implications but does effect the distribution of the tax levy, shifting taxes onto the commercial and industrial vacant and excess land, and off the other property classes. The total amount of taxation revenue raised stays the same.

CONCLUSION

It is concluded that the phase out of the City of Thunder Bay's Commercial and Industrial Vacant and Excess Land subclass discounts as recommended in Report R 170/2019 (Corporate Services & Long Term Care – Revenue) should be approved .

BACKGROUND

Following the elimination of the business occupancy tax and introduction of the new tax regime in 1998, the Government of Ontario introduced a prescribed vacancy rebate program and vacant/excess land subclass reductions to property owners who have vacancies in commercial and industrial buildings or land.

Municipalities were required to provide a property tax rebate for eligible vacant units. This mandatory program provided a 30 percent rebate of taxes for eligible property in the commercial class and a 35 percent rebate for eligible property in the industrial class.

Commercial or industrial properties, or portions of these properties in the vacant and excess land property tax subclasses were required to be taxed at a fixed percentage rate below the tax rate of the broad class. These properties were discounted at 30% of the full commercial and 35% of the full industrial rate. Other business property owners, with vacant or excess multi-residential land

are not entitled to a tax reduction. Since program inception the cost of subclass reduction has been paid for by all property classes, including the residential taxpayer class.

In the fall of 2016, the Province undertook a review of the vacant unit rebate programs that involved extensive consultation with municipal and business reference groups. Following that review, the Province announced that instead of mandating a standardized province-wide approach, it was moving forward with providing municipalities broad flexibility to tailor the vacant unit rebate programs to reflect community needs and circumstances while considering the interests of local business. To support any changes or elimination of the vacant unit rebate programs, the Province advised municipalities to include a consultation process and also provided general guidelines for municipalities to follow. Once approved by the municipal council, the Province must be requested to pass a regulation authorizing unique vacant unit rebate programs for each municipality.

On November 27th, 2017, Council passed a resolution to phase-out the vacant unit rebate program over a period of two years, reducing the rebate amount from 30% in 2017 to 15% in 2018, and eliminating the program in 2019 for all commercial and industrial classes.

While many municipalities across Ontario had undertaken reviews of the vacant unit rebate program and have phased out their programs, the same level of review had not occurred with respect to the vacant/excess land sub-class reductions program. Therefore, no changes were made to the vacant/excess land sub-class reductions program.

In April 2019, the Province announced that it would be phasing out the education portion of the vacant unit rebate programs by 2020. The education portion of the commercial and industrial vacant and excess land subclass discounts would be 15% in 2019, and eliminated in 2020.

In May 2019, Council directed Administration to undertake a review relative to phasing out the 30% municipal discount factors applied to vacant and excess land subclasses in the commercial and industrial property classes

REFERENCE MATERIAL ATTACHED

Attachment 1 – Get Involved Thunder Bay Survey Questions and Results

PREPARED BY: Kathleen Cannon, Director - Revenue

THIS REPORT SIGNED AND VERIFIED BY:	DATE:
Linda Evans, GM Corporate Services & Long Term Care, City Treasurer	November 15, 2019

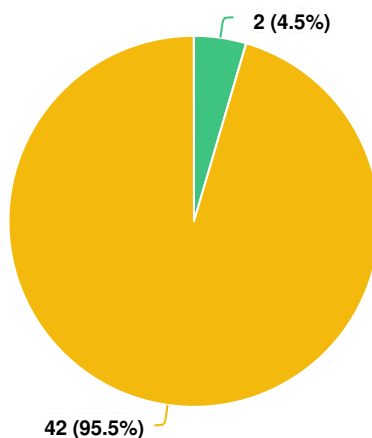
Survey Report

Survey on Proposed Changes to the Vacant & Excess Land Tax Discount Program

PROJECT: Vacant & Excess Land Tax Discount Program

Get Involved Thunder Bay

Q1 1. Do you own commercial or industrial property in the City of Thunder Bay?

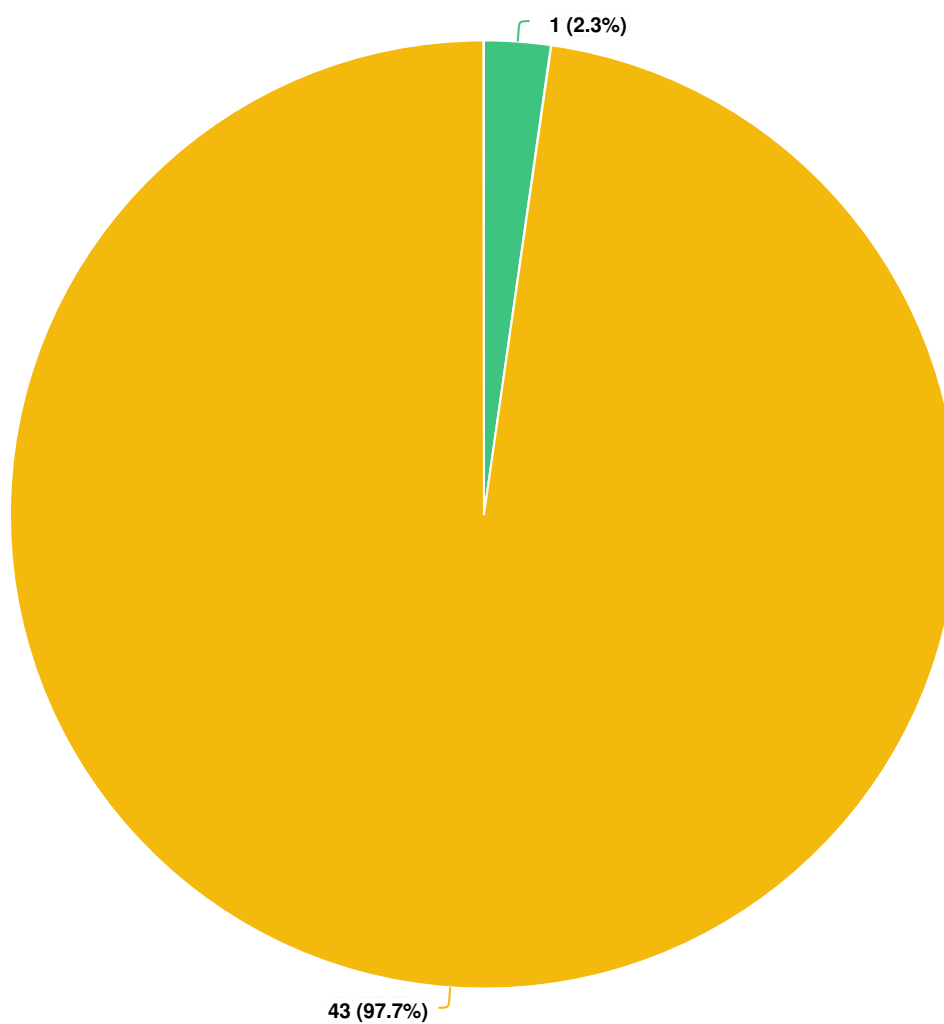


Question options

● Yes ● No

(44 responses, 0 skipped)

Q2 2. Do you benefit from the commercial or industrial vacant and excess land tax discount?

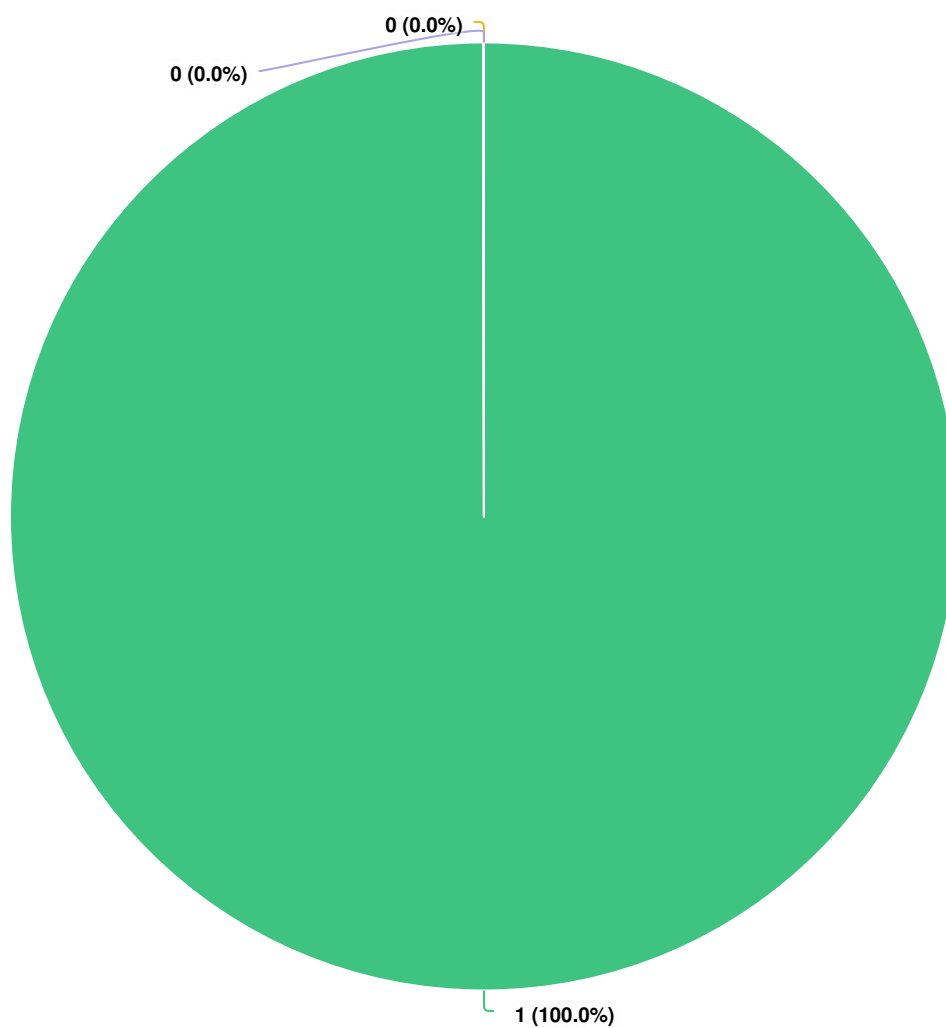


Question options

☒ Yes ☐ No

(44 responses, 0 skipped)

Q3 2a. How important is the tax reduction in your business plan?

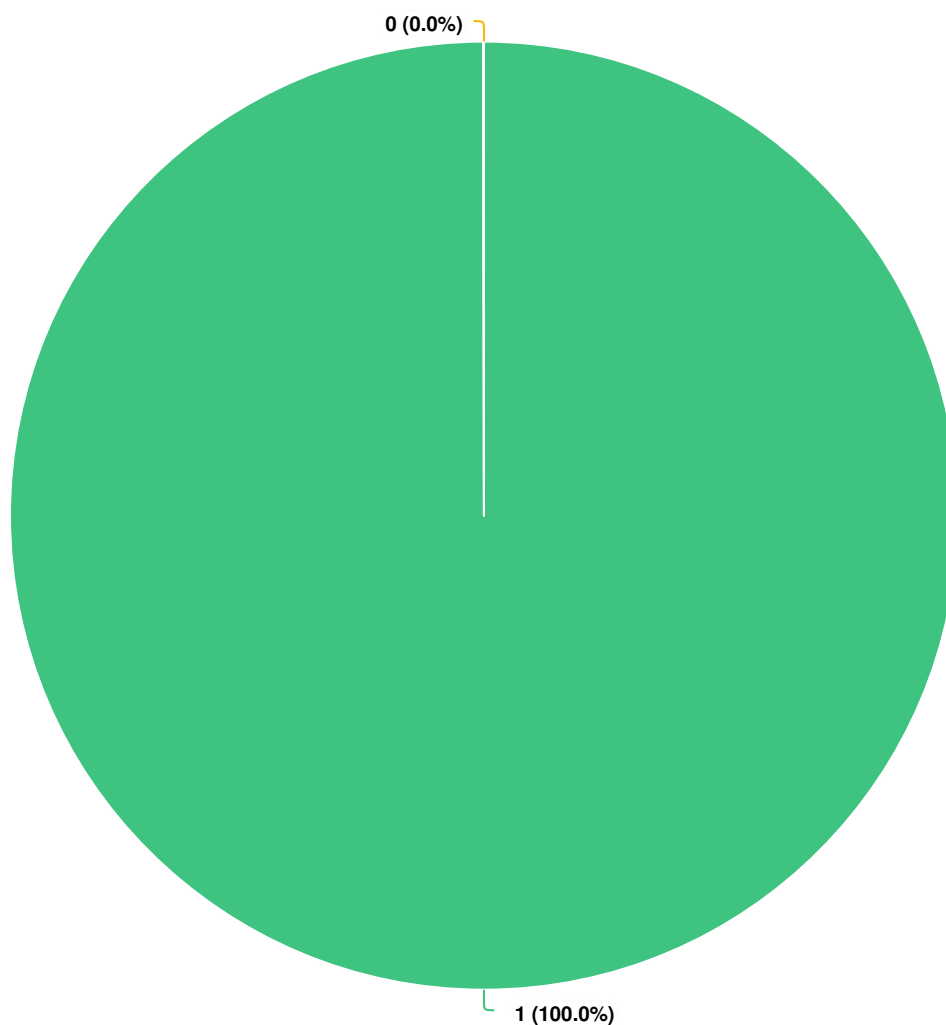


Question options

☒ Very important ☐ Somewhat important ☐ Not important

Optional question (1 responses, 43 skipped)

Q4 | 2b. Would a two-year phase-out approach allow you to adequately prepare for the elimination of this tax discount?



Question options

☒ No ☐ Yes

Optional question (1 responses, 43 skipped)

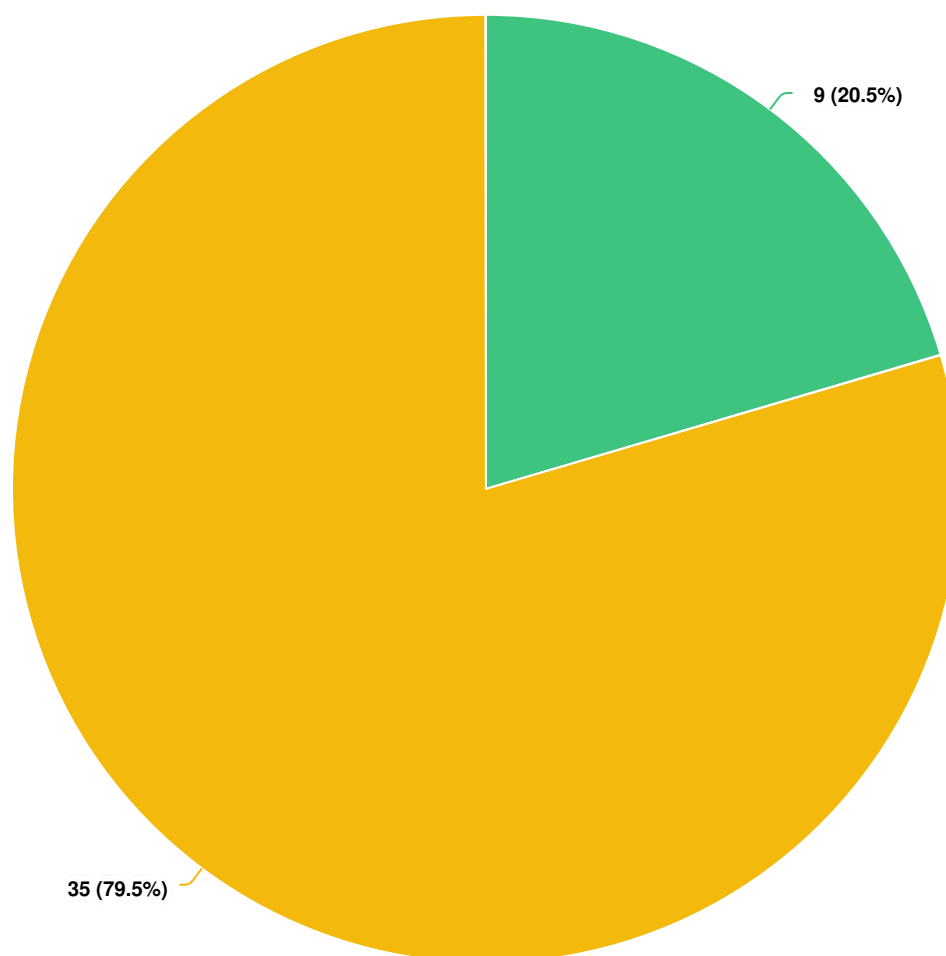
Q5 | **2c. Do you have any additional comments regarding a two-year phase-out approach?**

9/29/2019 09:17 AM

Earlier this year I purchased a rooming house next to the FW Gardens after the Health Unit condemned it. It is in the central business district. It was a dangerous property and an embarrassment to the City as a whole. It is hard to believe that we try to host national events at the Gardens and on the doorstep sits urban blight. As a proud resident interested in urban renewal, I purchased the residential house, demolished the building and turned it into a well manicured green space. I am shocked to learn that I now pay \$2000 in tax on a property assessed by MPAC to be worth \$55,000. It is now taxed at a commercial vacant lot. This is ridiculous and sends a strong message that investing in urban renewal projects in our city is something the City is not really in support of. I believe urban renewal projects such as this get a further tax reduction below the current level. And by the way, could the City not do a better job of maintaining the Gardens and the outside area better? My combined city taxes for the two properties I improved next to the Gardens now total \$11,000 a year. On average the City picks up one bag of garbage a week from my business. Some modern coloured paint in the gardens, a little lawn mowing would greatly improve what I have to look at across the street. Oh yes, also what those attending national sporting events hosted at the Gardens. If I am to pay such exorbitant taxes then pull up your socks and start delivering some service!!!!

Optional question (1 responses, 43 skipped)

Q6 | 3. Did you know in 2019, the vacant/excess land reduction program shifted \$540,000 onto the other property classes including commercial and industrial occupied property with \$345,000 shifting onto the residential property class?

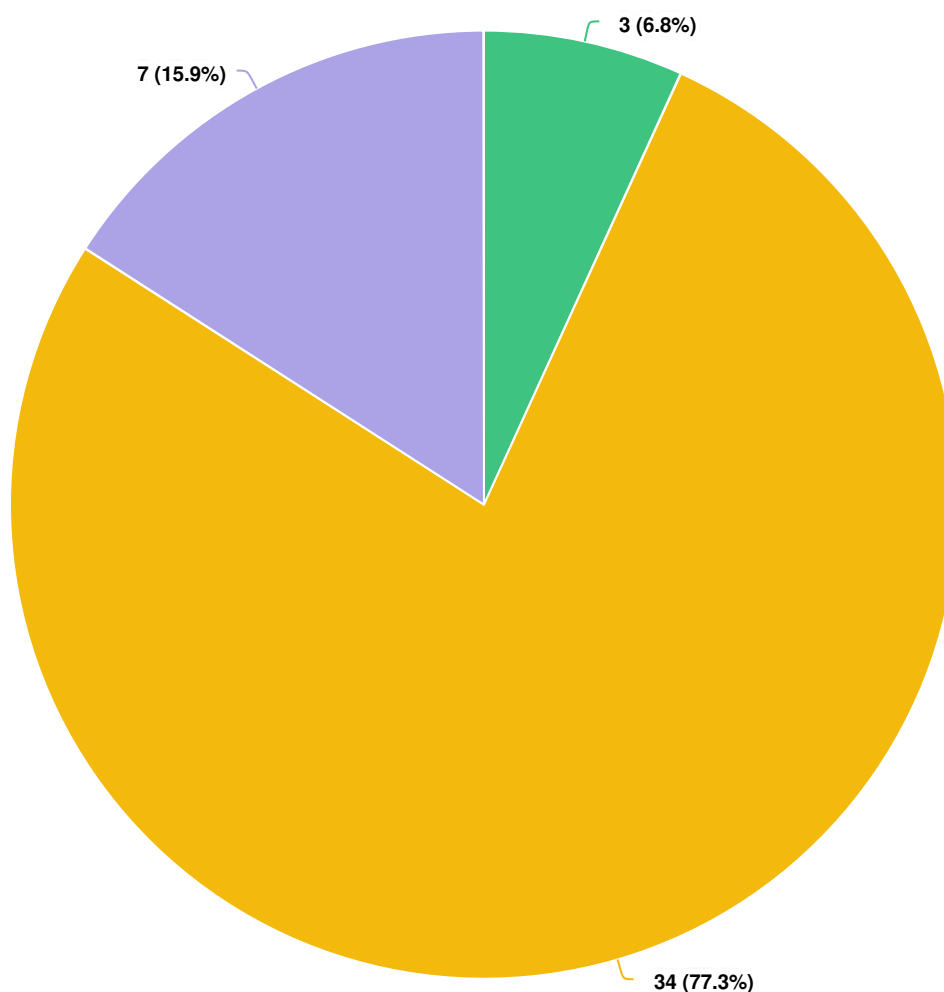


Question options

☒ Yes ☐ No

(44 responses, 0 skipped)

Q7 | 4. Do you believe the 30% tax rate discount to commercial and industrial vacant and excess land has a positive impact on the local community?



Question options

● Yes ● No ● Unsure

(44 responses, 0 skipped)

Q8 | 4b. Do you have any additional comments regarding this tax discount's impact on the community?

9/20/2019 01:51 PM

I'd like to see a tax policy in which vacant commercial properties are taxed at a HIGHER rate. A landlord should be incentivized to create a situation (by reducing rent or improving their property) to make opening a storefront business less expensive for business owners.

9/23/2019 02:14 PM

I think the City actually needs severe disincentives for further greenfield development as we have an unsustainable amount of derelict commercial and industrial properties in the City. Incentives or penalties should a) encourage adaptive re-use of existing properties and b) provide severe disincentives for more unsustainable growth of new development on vacant land in the City.

9/23/2019 07:00 PM

Results in vacant buildings in our downtown core. Bad program.

9/23/2019 07:27 PM

It does not motivate property owners to do something with the vacant land.

9/23/2019 07:53 PM

Tax incentive to leave a building vacant...disincentivizes development of existing properties and creates drive for new builds, usually contributing to urban sprawl, further increases costs to city (road maintenance etc etc). Also leads to exodus from our downtown cores, hurts other businesses in downtown areas, decreases walkability.

9/23/2019 07:56 PM

Vacant land should not be subsidized.

9/24/2019 06:08 AM

I would think it would act as an incentive to keep properties vacant, thus contributing to sprawl when potential businesses or users instead look elsewhere.

9/24/2019 07:55 AM

This is a leftover from a time when wealthy landowners set policy to suit their economic interests - oh, right, that still happens. Time to axe it.

9/24/2019 08:35 AM

Does this promote land to remain vacant, like the former Great West Timber site rotting on prime land on the waterfront? If so, why support it?

9/24/2019 10:32 AM

Allowing businesses to hold on to property without incurring costs seems counterproductive

9/26/2019 10:37 AM

I am interested in whether or not the discount requires active management of the vacant land for environmental services such as urban trees and storm water management.

9/26/2019 03:26 PM

It would be good to remove incentives to leave land and property vacant.

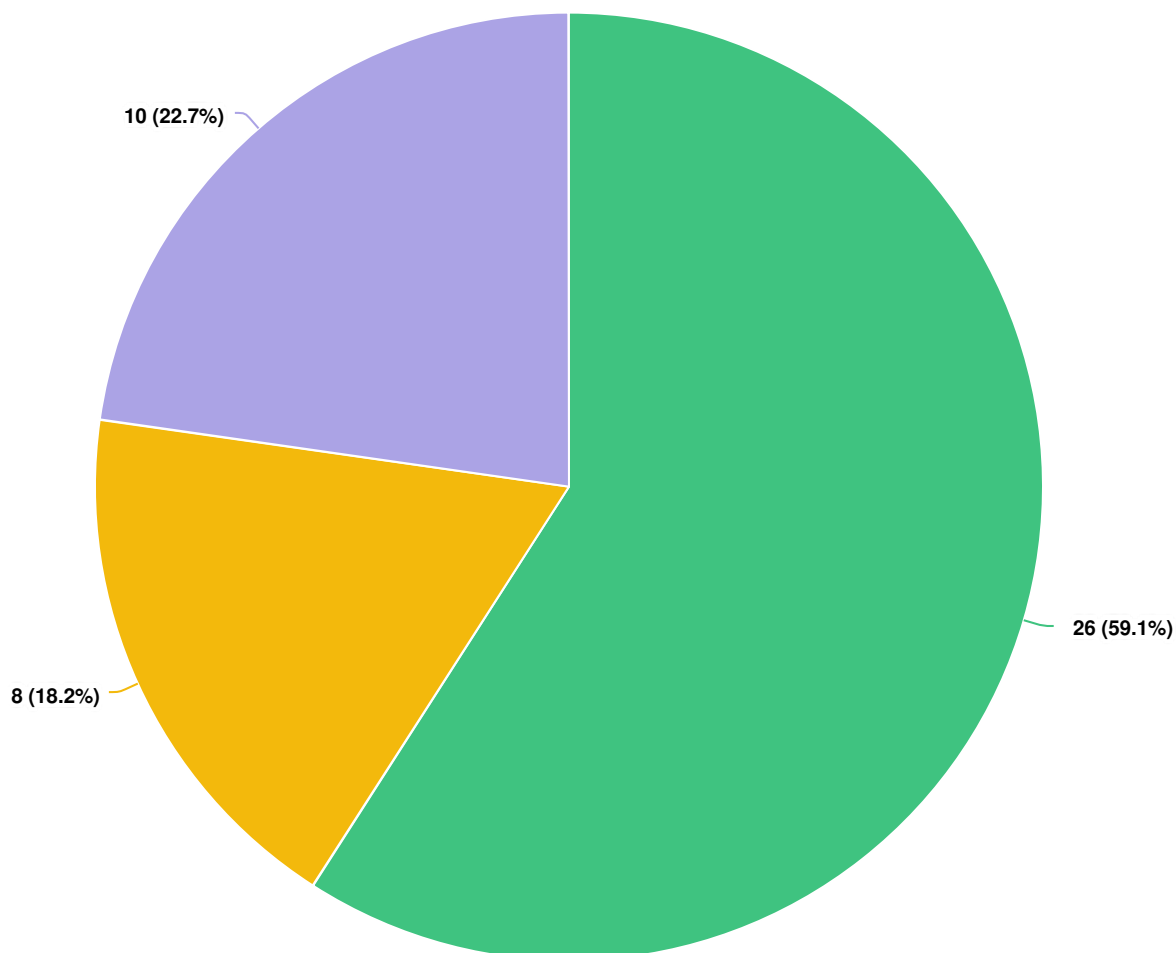
9/29/2019 09:17 AM

I believe that my participation in this survey will have little impact. However, should it further reduce taxes for urban renewal projects like mine, I will be the first to applaud you.

9/29/2019 10:06 AM	This tax discount makes it more worthwhile for landlords of commercial properties to keep the properties vacant, rather than to rent them at a reasonable price. Commercial rent is more expensive than it should be, and there are too many empty storefronts because of this rebate.
9/29/2019 11:52 AM	It negatively impacts the community by actively encouraging vacancy and distorting market incentives for vacant property owners to reduce rent. It also deprives the city of revenue which could fund services.
9/30/2019 02:56 PM	Privately owned vacant properties should be taxed at the same rates as everything else
9/30/2019 06:26 PM	It's good for local business owners as mainstream box stores take over. You should increase taxes on Big Box stores and reduce local business and franchises.
9/30/2019 10:27 PM	If the business develops on the land or utilizes it can there be an incentive for them thereby making it no longer vacant and not eligible for a discount and instead increasing profitable biz and regular taxes
10/05/2019 04:38 PM	We should all be taxed fairly according to whatever tax class property falls into. If someone wants to develop or needs help getting off the ground commercially then there could be incentives/ discounts available at that time. However, if circumstances warrant, let an owner apply for a reduction by application if a reasonable explanation is given without fees! Why should there be application fees of any sort? City staff is already paid to administer - the notion of paying again simply because a citizen submits an application under the city's purview is ridiculous. If a fee is charged it should be refunded after legitimacy of the application has been confirmed. Citizens submitting any kind of frivolous, waste of time applications would forfeit their refund.
10/07/2019 02:31 PM	The number of seniors with fixed incomes is growing in Thunder Bay. Anything to reduce residential tax rates would be welcomed.
10/11/2019 07:00 AM	Who owns these properties and why am I paying taxes on land I don't own? My taxes on my home/property are high enough.
10/15/2019 07:00 AM	Well why should they get 30% discount on land tax when the average citizen does not. Not only that but where is the government getting the money from if they aren't getting it from businesses for the proper amount of taxes, they're going to get it from somewhere...
10/23/2019 07:32 AM	Discounting unused land only serves to slow development and make it easier for people to sit on land that could be used for economic development and jobs.
10/23/2019 09:36 AM	This tax reduction is unfair to operational businesses and residential properties and should be abolished

Optional question (24 responses, 20 skipped)

Q9 | 5. Do you believe the 30% tax rate discount to commercial and industrial vacant and excess land creates a disincentive for land development?



Question options

● Yes ● No ● Unsure

(44 responses, 0 skipped)

Q10 | **5b. Do you have any additional comments regarding this tax discount's impact on land development?**

9/20/2019 01:51 PM

It permits and encourages speculative acquisitions of property. It does not in any way promote urban infill

9/24/2019 08:35 AM

Vacant land could be utilized by other land owners who will actually use it and reduce stagnancy in not only land, but in industry as well. Use it or lose it!

9/26/2019 10:37 AM

I do not support development blindly. Rather, I would like our municipal by-laws and regs to support smart, resilient development.

9/26/2019 03:26 PM

See above.

9/29/2019 09:17 AM

Special consideration should be given to urban renewal efforts in the downtown cores. When citizens like me step up to eliminate blight, being taxed at commercial vacant lot rates is excessive. My manicured vacant lot next to the FW Gardens has turned into a an annual \$2,000 tax bill. Soooo discouraging!!!!

9/30/2019 06:26 PM

Too many empty buildings in Thunder Bay as it stands. Alot of new buildings empty/ up for lease as well throughout town. Just no business here. The city should clear out old structures and make room for new.

10/05/2019 04:38 PM

I don't think it's a disincentive but tax fairly according to whatever tax class property falls into

10/11/2019 07:00 AM

I'm sure this does have an impact on commercial development but I think the time that it takes for anyone to let applicants go thru is not done in a timely fashion

10/23/2019 07:32 AM

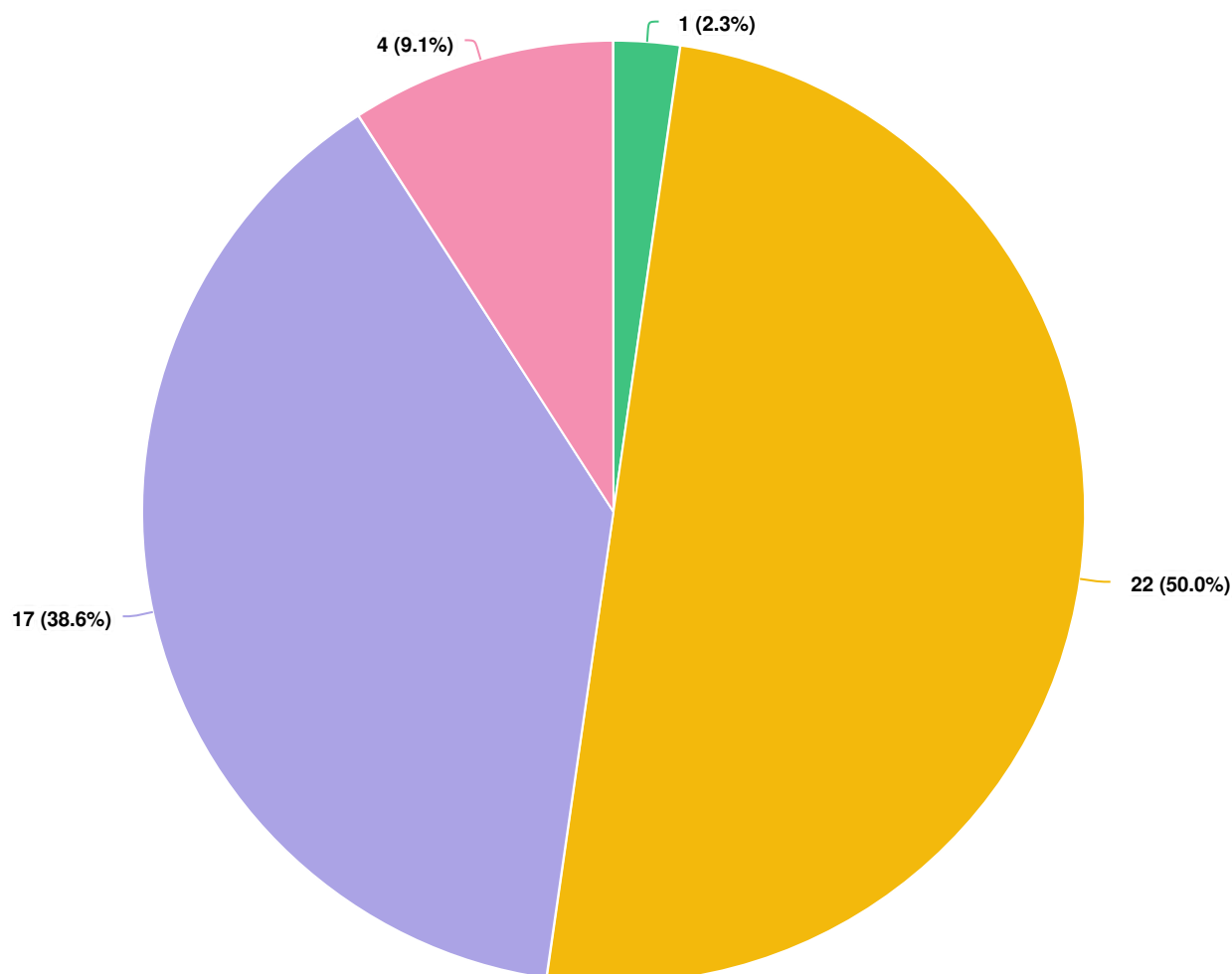
Why not transfer the discount to a break for new businesses to foster growth?

10/23/2019 09:36 AM

Vacant land tax reductions should be reduced or a premium placed on them to encourage those people holding them to sell them to promote growth and economic development

Optional question (10 responses, 34 skipped)

Q11 6. Which option do you support for the future of this Program?



Question options

- No Change - keep the current 30% tax rate discounts
- Eliminate the Program - eliminate the discounts in 2020
- Phase-out the Program: phase-out the discounts over two years, starting in 2020
- Other - please explain in comments below

(44 responses, 0 skipped)

Q12 7. Do you have any additional comments?

9/20/2019 01:51 PM

I think a phase-out is only fair. Having this tax policy change overnight without permitting landlord to plan for it would be unfair.

9/23/2019 02:14 PM

The most logical option is missing here - eliminate the tax discount and let the City keep the revenues rather than redistributing to other land owners. The City needs all the revenue it can get, since we can't even keep pace with the crumbling infrastructure we already have nevermind new infrastructure that is continually getting built.

9/23/2019 03:15 PM

Stop the free ride on property tax payers backs, sell and pay off the debt

9/23/2019 07:00 PM

The city should keep the money and invest in sidewalks and bike trail connectivity. Specifically the bike trail that goes through the dog park off of Central.

9/23/2019 07:53 PM

Taxes earned by canceling program should be invested into projects that make existing neighbourhoods more dynamic and more walkable. Ie sidewalks, active transportation strategies, beautification

9/24/2019 06:08 AM

In addition to this, perhaps there could be better incentives for landowners to make improvements and/or get their land out of the "vacant" category. Maybe a portion of this new tax base could be used for that for a couple of years - loans or grants for property owners with solid business plans.

9/24/2019 08:35 AM

If the city is losing out in revenue due to stagnant land use, it is not productive.

9/26/2019 10:37 AM

Keep the program and add restrictions to qualify for the program, such as having or planting trees to contribute to our urban forest and water management.

9/29/2019 09:17 AM

Father reductions are needed for properties that represent positive urban renewal efforts such as the one I completed next to the FW Gardens. A condemned rooming house was transformed to a beautiful green space. It now costs me \$2,000 annual taxes. And, I really does anger me when people say, "Isn't it nice that the City took down that horrible building and turned it into a green space." Please help me further reduce the taxes on this property.

9/29/2019 11:52 AM

The city needs to stop coddling wealthier property owners. Tax discounts for vacancies structurally encourage vacancies and artificially higher land values. Taxing them at the full rate is both socially just and economically optimal. It will discourage leaving property vacant or undeveloped and put more of the city's land base to work.

9/30/2019 06:26 PM

Either way residential taxes will increase, the decrease to my own taxes is my coffee for the week.

9/30/2019 07:24 PM

I am happy to have a say.

Be fair, no more, no less according to whatever tax class property falls into

10/05/2019 04:38 PM

10/11/2019 07:00 AM

I don't want to pay for these properties. I have higher enough taxes of my own to take care of

10/23/2019 06:16 AM

Owning the land, regardless of what is on it or not on it should not grant you a discount. Pay the taxes like everyone else- waterfront staying vacant or leaving trash on it unused comes at a high price to everyone else and that isn't fair. We could have people invest money to bring business or cleanups to areas all over the city, so leaving it empty just allows for more mess. Not everything should have buildings put on it, but there are a lot of other environmentally friendly ways to develop unused space.

Optional question (15 responses, 29 skipped)

Corporate Report

DEPARTMENT/ DIVISION	Corporate Services & Long Term Care - Revenue	REPORT NO.	R 171/2019
DATE PREPARED	10/30/2019	FILE NO.	
MEETING DATE	11/25/2019 (mm/dd/yyyy)		
SUBJECT	Uncollectible Accounts		

RECOMMENDATION

With respect to Report No. R 171/2019 (Corporate Services & Long Term Care - Revenue), we recommend that the uncollectible accounts, which remain unpaid on the 2019 receivable files, be written off as follows:

General Accounts (including interest)	\$ 18,584.53
Municipal Child Care	\$ 239.06

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

EXECUTIVE SUMMARY

The purpose of this Report is to seek approval to write off uncollectible accounts which remain unpaid on the 2019 General Accounts Receivable files, including General Accounts Receivable of \$18,584.53 and Municipal Child Care Receivables of \$239.06.

DISCUSSION

General Accounts

Attachment A is a listing of general accounts receivable totaling \$18,584.53, which are uncollectible for the reasons indicated. This includes \$15,562.61 for services provided and \$3,021.92 in interest charges. All accounts in the listing have been referred to the Collection Agency or City Solicitor for collection when standard collection procedures have failed. In many cases, the costs of processing collection through the Small Claims Courts or through the legal process exceed the value of the account.

Municipal Child Care

Uncollectible Municipal Child Care accounts total \$239.06.

All of these accounts have been submitted to the Collection Agency and are deemed uncollectible, although they will remain noted in the files should any of the individuals apply for childcare in the future.

FINANCIAL IMPLICATION

Amounts recommended to be written off have been provided for in the 2019 Operating Budget.

CONCLUSION

It is concluded that all collection procedures have been exhausted on these accounts. Although funds might be recovered in the future, the accounts are deemed uncollectible and should be written off.

BACKGROUND

Uncollectible accounts remain unpaid on the 2019 receivable files and should be written off since all avenues of collection have been exhausted.

The following is a comparison with accounts written off last year:

	2019	2018
General Accounts (including interest)	\$18,584.53	\$10,928.83
Municipal Child Care	<u>\$ 239.06</u>	<u>\$ 394.97</u>
Total	\$18,823.59	\$11,323.80

REFERENCE MATERIAL ATTACHED:

Attachment A – Uncollectible General Accounts Receivable

PREPARED BY: Chantal Harris, Manager, Billing & Collection Services

THIS REPORT SIGNED AND VERIFIED BY: LINDA EVANS, GM CORPORATE SERVICES & LONG TERM CARE, CITY TREASURER	DATE: November 15, 2019
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2019 UNCOLLECTIBLE GENERAL ACCOUNTS RECEIVABLE TO BE WRITTEN OFF							
ACCOUNT	Department	DATE	INVOICES	INTEREST TO OCTOBER 31, 2019	TOTAL WRITE- OFF	REASON FOR WRITE OFF	COMMENTS
10432	Community Services & Long Term Care - Revenue	07/11/18	\$ 1,440.00	\$ 361.20	\$ 1,801.20	Methods Exhausted	Tax/water certificates
18016	Infrastructure & Operations	10/04/17	\$ 1,053.59	\$ 359.42	\$ 1,413.01	Methods Exhausted	Accident streetlight
18044	Infrastructure & Operations	03/20/19	\$ 3,023.78	\$ 443.00	\$ 3,466.78	Methods Exhausted	Accident
18073	Infrastructure & Operations	06/05/18	\$ 469.65	\$ 101.16	\$ 570.81	Debtor Bankrupt	Accident streetlight
18082	Development & Emergency Services - Animal Control	03/06/18	\$ 384.20	\$ 100.21	\$ 484.41	Methods Exhausted	Impound fees
18106	Community Services - Transit	05/03/18	\$ 800.00	\$ 203.24	\$ 1,003.24	Unable to Locate	Damages to City Bus
18127	Community Services	05/31/18	\$ 194.51	\$ 42.38	\$ 236.89	Methods Exhausted	Complex fees
18128	Community Services	05/31/18 10/31/18	\$ 94.42 \$ 94.42	\$ 34.24	\$ 223.08	Methods Exhausted Methods Exhausted	Complex fees
93502	Community Services	11/30/16	\$ 130.59	\$ 93.62	\$ 224.21	Methods Exhausted	Complex fees
95936	Infrastructure & Operations	10/11/18	\$ 5,291.52	\$ 816.01	\$ 6,107.53	Methods Exhausted	Accident guardrails
95945	Infrastructure & Operations	08/15/18	\$ 275.19	\$ 45.97	\$ 321.16	Methods Exhausted	Campground fees
95977	Development & Emergency Services - Animal Control	11/15/18	\$ 214.70	\$ 29.65	\$ 244.35	Methods Exhausted	Impound fees
95978	Development & Emergency Services - Animal Control	11/15/18	\$ 429.40	\$ 59.27	\$ 488.67	Methods Exhausted	Impound fees
96003	Development & Emergency Services - Animal Control	01/25/19	\$ 226.00	\$ 23.94	\$ 249.94	Methods Exhausted	Impound fees
TOTAL OVER \$200			\$ 14,121.97	\$ 2,713.31	\$ 16,835.28		
TOTAL UNDER \$200			\$ 1,440.64	\$ 308.61	\$ 1,749.25		
GRAND TOTAL			\$ 15,562.61	\$ 3,021.92	\$ 18,584.53		

Corporate Report

DEPARTMENT/ DIVISION	City Manager's Office - Office of the City Clerk	REPORT NO.	R 179/2019
DATE PREPARED	10/29/2019	FILE NO.	
MEETING DATE	11/25/2019 (mm/dd/yyyy)		
SUBJECT	Council Response to Reports Received by the Integrity Commissioner		

RECOMMENDATION

This report is presented for information.

EXECUTIVE SUMMARY

This Report provides for information with respect to reports received from the Integrity Commissioner relative to breaches of the Code of Conduct and the *Municipal Conflict of Interest Act*.

City Council has 90 days to respond to a report from the Integrity Commissioner (IC) and has authority to provide comment, direction or request further information from the Integrity Commissioner, administration and external resources it deems necessary, as further outlined in this report.

Upon receipt of an Integrity Commissioner report, in accordance with the Code of Conduct, the City Clerk is required to make the report public and place it on the agenda for the next meeting of Council. At that meeting, the report will be received for information. Once received, Council can take action in a variety of ways to respond to the report whether it be at that meeting or anytime in the 90 day period. This report provides for an overview of options that are available to Council upon receipt of a report from the Integrity Commissioner.

DISCUSSION

To date, City Council has received two reports from the Integrity Commissioner.

The first report deals with a complaint that relates to the Designated Truck Route and a member of Council being in conflict under the *Municipal Conflict of Interest Act*.

The second report deals with a complaint that relates to the application for rezoning by the Ontario Aboriginal Housing Support Services Corporation and two members of Council being in breach of the Code of Conduct adopted by City Council.

As noted, upon receipt, the responsibility of the City Clerk is to make the report public on the next agenda before Council. Both of the above reports coincided with the same dates that the respective subject matters were before Council.

Upon receipt of a report from the Integrity Commissioner, City Council has 90 days to respond to reports. The date to respond to the report received on October 7, 2019 respective to Councillor Hamilton and the Designated Truck Route is January 3, 2020. The date to respond to the report received on October 21, 2019 respective to Councillors Aiello and McKinnon and the Planning Application by the Ontario Aboriginal Housing Corporation is January 17, 2020.

Council can take action in a variety of ways in response to a report. The following options are outlined for information.

- 1) Receive the report, provide no comment or response to the Integrity Commissioner (IC).
 - Receipt of the report in public session has been completed for both reports received to date.
- 2) Require the IC to attend an upcoming meeting of Council to respond to questions about the report(s) and provide further information.
 - Many municipalities require the attendance of the IC at a meeting of Council in order to ask questions, provide for clarification and ensure that the report has been received and understood.
 - This is an opportunity to speak to any recommendations made by the IC as well.
- 3) Require further study on specific areas of the report by the IC (for example, examining the exceptions (Section 5) in the *Municipal Conflict of Interest Act*)
 - The first report received from the IC provided for a decision relative to a breach of the *Municipal Conflict of Interest Act* (MCIA), further information could be requested with respect to the exceptions that are available under the MCIA.
- 4) Require the IC to seek a legal opinion on aspects of the report and report back on the outcome.
 - Council can direct that a legal opinion(s) be pursued on one or both reports received in order to provide clarification for Council.
- 5) Return the report to the IC with request for recommended sanctions to be applied to the member(s) who were found to be in breach of the Code of Conduct or MCIA.
 - No sanctions have been recommended to date by the IC relative to the findings of either report. Council has the authority to request that the IC revisit the report and recommend sanctions for the member(s) if deemed necessary.

With respect to conflicts under the MCIA, Council may also have the option of requesting the IC to apply to a judge for a determination as to whether the member of Council, who has been found to have a direct or indirect pecuniary interest under the MCIA, has contravened Section 5, 5.1, or 5.2 of the MCIA. This option to apply to a judge, under Section 8 of the MCIA, does not apply

more generally to breaches of the Code of Conduct; this option is specific to contraventions under the MCIA.

It should be noted that if such an application were to be made to a judge, and such judge determines that there was, in fact, a contravention under Sections 5, 5.1, or 5.2 of the MCIA, then that judge also has the power to do any of the following:

- reprimand the member of Council,
- suspend the remuneration paid to the member of Council for a period of up to 90 days,
- declare the member of Council's seat vacant,
- disqualify the member of Council from being a member during a period of not more than seven years after the date of the court order, or
- require the member of Council to make restitution, if contravention of the MCIA resulted in personal gain to the member of Council.

The options provided within this report for Council's information are broad and may have impact on decisions made or decisions before Council in the future. It is also important to note that Codes of Conduct and the work of IC's is a new requirement of municipalities, municipalities across Ontario are still navigating this new era of ICs and Codes of Conduct. The information contained within this report is what is known at this time, however, this legislation is likely to evolve, more options may become available in the future once these new rules and their meaning are tested in the courts and applied more generally across the province.

FINANCIAL IMPLICATION

Additional costs may be incurred in the case that City Council determines that further work is required to be completed by the IC.

Currently, the annual budget (2019) for the IC is \$15,000. To date \$20,000 has been spent.

The proposed budget for 2020 has been increased to \$30,000 in response to the 2019 budget shortfall.

CONCLUSION

It is concluded that this report should be received for information. If Council determines that action should be taken in response to the reports received from the Integrity Commissioner, a motion can be brought forward by any member of Council within the 90 day period from receipt of the report(s).

BACKGROUND

On May 30, 2017 'Bill 68, Modernizing Ontario's Municipal Legislation Act, 2017' received Royal Assent putting into effect a number of amendments to the *Municipal Act, 2001*, the *Municipal Elections Act, 1996* and various other Acts.

As of March 1, 2019, changes to the local accountability and transparency framework came into force, including the requirement to establish a code of conduct and ensuring access to Integrity Commissioners.

Report No. 22/2019 (City Managers Office - Office of the City Clerk) Council Code of Conduct was approved on February 4, 2019.

Integrity Commissioner Report – B. Hamilton was received by Council on October 7, 2019.

Integrity Commissioner Report – A. Aiello/B. McKinnon was received by Council on October 21, 2019.

REFERENCE MATERIAL ATTACHED:

Attachment A – Corporate Policy 08-01-5 – Code of Conduct

PREPARED BY: Krista Power, City Clerk

THIS REPORT SIGNED AND VERIFIED BY: (NAME OF GENERAL MANAGER)	DATE:
Norm Gale, City Manager	November 18, 2019

SECTION:	OFFICE OF THE CITY CLERK
DEPARTMENT/DIVISION:	CITY MANAGER'S DEPARTMENT
SUBJECT:	CODE OF CONDUCT FOR MEMBERS OF COUNCIL

POLICY STATEMENT

Members of Thunder Bay Council recognize their obligation to serve their constituents and the public in a conscientious and diligent manner understanding that as leaders of the community, they are held to a higher standard of behaviour and conduct.

Members recognize that ethics and integrity are at the core of public confidence in government and in the political process; that elected officials are expected to perform their duties in office and arrange their private affairs in a manner that promotes public confidence, avoids the improper use of influence of their office and conflicts of interests, both apparent and real. They recognize the need to uphold both the letter and the spirit of the law including policies adopted by Council.

This *Code of Conduct* ensures that Members of Council share a common basis and understanding for acceptable conduct of Members of Council, in concert with and beyond the minimum standards of behaviour set out in the existing legislative framework.

This Code of Conduct is consistent with the principles of transparent and accountable government, and reflective of the City's core values

PURPOSE

1. This *Code of Conduct* applies to all Members of Council ("Members"). It is to be given broad, liberal interpretation in accordance with applicable legislation and the definitions set out herein. As a living document the Code of Conduct will be brought forward for review at the end of each term of Council, when relevant legislation is amended, and at other times when appropriate to ensure that it remains current and continues to be a useful guide to Members of Council.
2. Commentary and examples used in this *Code of Conduct* are illustrative and not exhaustive. From time to time additional commentary and examples may be added to this document by the Integrity Commissioner and supplementary materials may also be produced as deemed appropriate.
3. Where an elected official discloses all known facts to the Integrity Commissioner and as long as those facts remain unchanged, the Member may rely on written advice provided by the Integrity Commissioner. The Integrity Commissioner will be bound by the advice given, as long as the facts remain unchanged, in the event that he or she is asked to

investigate a complaint.

4. Elected Officials seeking clarification of any part of this *Code* should consult with the Integrity Commissioner.
5. The *Municipal Act, 2001* is the primary piece of legislation governing municipalities however there are other statutes that govern the conduct of elected municipal officials. It is intended that the *Code of Conduct* operate together with and as a supplement to the following legislation:
 - *Municipal Act, 2001*;
 - *Municipal Conflict of Interest Act* (MCIA);
 - *Municipal Elections Act, 1996*;
 - *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA);
 - *Criminal Code of Canada*.

Definitions

- a. “Family” includes “child”, “parent” and “spouse” as those terms are defined in the *Municipal Conflict of Interest Act* (set out below for ease of reference), and also includes
 - step-child and grand-child;
 - siblings and step-siblings;
 - aunt/uncle, niece/nephew, first cousins
 - in-laws, including mother/father, sister/brother, daughter/son
 - any person who lives with the Member on a permanent basis.

“Child” means a child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child of his or her family;

“Parent” means a parent who has demonstrated a settled intention to treat a child as a member of his or her family whether or not that person is the natural parent of the child;

“Spouse” means a person to whom the person is married or with whom the person is living in a conjugal relationship outside of marriage;

- b. “Member” means a member of the Council of the City of Thunder Bay, including the Mayor.
- c. “Social Media” means publicly available, third party hosted, interactive web technologies used to produce, post and interact through text, images, video and audio to inform, share, promote, collaborate or network.
- d. “Staff” includes the City Manager, General Managers, Directors, Managers, Supervisors and all non-union and union staff whether full-time, part- time, contract, seasonal or volunteers.

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- e. “Nomination Day” means the last day for filing or withdrawing a nomination as provided for by the *Municipal Elections Act, 1996*.

GUIDING PRINCIPLES

1. Members of Council shall serve the public and their constituents in a conscientious and diligent manner.
2. Members of Council should be committed to performing their functions with integrity impartiality and transparency.
3. Members of Council shall perform their duties in office and arrange their private affairs in a manner that promotes public confidence and will bear close public scrutiny.
4. There is a benefit to municipalities when members have a broad range of knowledge and continue to be active in their own communities, whether in business, in the practice of a profession, in community associations, and otherwise.

SPECIFIC RULES

RULE NO. 1

Avoidance of Conflicts of Interest

In this Rule:

- a. “disqualifying interest” means an interest in a matter that, by virtue of the relationship between the Member of Council and other persons or bodies associated with the matter, is of such a nature that reasonable persons fully informed of the facts would believe that the Member of Council could not participate impartially in the decision-making processes related to the matter.
- b. “non-disqualifying interest” means an interest in a matter that, by virtue of the relationship between the Member of Council and other persons or bodies associated with the matter, is of such a nature that reasonable persons fully informed of the facts would believe that the Member of Council could participate impartially in the decision-making processes related to the matter so long as:

The Member of Council fully discloses the interest so as to provide transparency about the relationship; and

The Member of Council states why the interest does not prevent the Member from making an impartial decision on the matter.

1. Members of Council shall not participate in the decision-making processes associated with their office when prohibited to do so by the Municipal Conflict of Interest Act.

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2. Members of Council shall not participate in the decision-making processes associated with their office when they have a disqualifying interest in a matter.
 3. For greater certainty:
 - a. Members of Council shall not participate in the decision-making processes associated with their office when they have a direct, indirect or deemed pecuniary interest in a matter, except in compliance with the Municipal Conflict of Interest Act.
 - b. Members of Council shall not participate in the decision-making processes associated with their office when they have an interest that though in compliance with the Municipal Conflict of Interest Act, is nevertheless a disqualifying interest by virtue of the nature of the relationship between the Member and other persons or bodies to be affected by the decision.
 4. Treatment of Non-Disqualifying Interests:
 - a. Members of Council may participate in the decision-making processes associated with their office when they have a non-disqualifying interest provided they file at their earliest opportunity a Transparency Disclosure in a form and manner established by the City Clerk acting in consultation with the Integrity Commissioner.
 - b. Transparency Disclosures are public documents and shall be available for public viewing on the City web site.
 - c. The determination of whether an actual disqualifying interest or an actual non-disqualifying interest exists, when challenged, is subject to the determination by the Integrity Commissioner of whether a reasonable person fully informed of the facts would believe that the Member of Council could not participate impartially in the decision-making processes related to the matter.

Commentary

Members of Council should be committed to performing their functions with integrity and to avoiding the improper use of the influence of their office, and private conflicts of interest, both apparent and real. Members of Council shall also not extend in the discharge of their official duties, preferential treatment to Family Members, organizations or groups in which they or their Family Members have a direct or indirect pecuniary interest.

Members of Council have a common understanding that in carrying out their duties as a Member of Council, they will not participate in activities that grant, or appear to grant, any special consideration, treatment or advantage to a Family Member or an individual which is not available to every other individual.

Members of Council are governed by the Municipal Conflict of Interest Act (MCI Act). The Integrity Commissioner is empowered to investigate and rule on all conflicts of interest, whether pecuniary or non-pecuniary, however, until March 1, 2019, in the event an application under the MCI Act is filed with the Court, the provisions of that statute may limit any authority given to the Integrity Commissioner to receive or investigate complaints regarding alleged contraventions under the Municipal Conflict of Interest Act.

Members of Council may seek conflict of interest or other advice, in writing, from the Integrity Commissioner. Where members choose to seek external legal advice on conflict of interest or other Code of Conduct issues, these fees will not be reimbursed by the City of Thunder Bay and cannot be charged to any office account.

Members may not participate in activities that grant, or appear to grant, any special consideration, treatment or advantage to a Family Member or an individual which is not available to every other individual.

When a member, despite the existence of an interest, believes that he or she may still participate in a matter with an open mind, the public interest is best served when the Member is able to articulate the interest, and why the interest does not amount to a disqualifying conflict of interest.

Members must remain at arm's length when City staff or Council is asked to consider a matter involving a Family Member or a person or organization with whom the Member has a real or apparent conflict of interest.

5. Members who seek advice from the Integrity Commissioner with respect to the application of this Rule may rely on the provisions of Part B. "Framework and Interpretation" (paragraph 3) and the Rule 17, "Acting on Advice of Integrity Commissioner."
6. Members of Council shall avoid any interest in any contract made by him/her in an official capacity and shall not contract with the City or any agency thereof for the sale and purchase of supplies, material or equipment or for the rental thereof.
7. Members of Council, while holding public office, shall not engage in an occupation or the management of a business that conflicts with their ability to diligently carry out their role as a Member of Council, and shall not in any case profit directly or indirectly from such business that does or has contracted with the City of Thunder Bay.

Commentary: *Members of Council may for example teach, or run a business that does not conflict or interfere with their duties*

8. Despite paragraph 7., a Member of Council may hold office or a directorship in an agency, board, commission or corporation where the Member has been appointed by City Council or by the Federal or Provincial Government.
9. Despite paragraph 7. a Member of Council may hold office or directorship in a charitable, service or other not-for-profit corporation (other than those to which Council appoints members) subject to the Member disclosing all material facts to the Integrity Commissioner and obtaining a written opinion from the Integrity Commissioner approving the activity, as carried out in the specified manner, which concludes that the Member does not have a conflict between his/her private interest and public duty. In circumstances where the Integrity Commissioner has given the Member a qualified opinion, the Member of Council may remedy the situation in the manner specified by the Integrity Commissioner.

Commentary:

Examples of exceptions include hospital boards, charitable boards, police services boards, community foundations, the Association of Municipalities of Ontario, the Federation of Canadian Municipalities, service clubs such as the Rotary Club, Lions Club and other not-for-profit organizations. Members should exercise caution if accepting such positions if the organization could be seeking a benefit or preferential treatment from the City at any time

The legislative obligation is set out in the Municipal Conflict of Interest (MCIA). If the Member of Council, or a family member of the Member of Council, sits on a body which has a pecuniary interest in a matter before Council (such as an application for grant, support or other contribution), that Member has a deemed pecuniary interest. The Member of Council should disclose the interest and should not participate in or vote on such matter, in compliance with the obligations of s.5, MCIA.

The Code of Conduct captures the broader common law responsibility and requires members to avoid any possible appearance of favouring organizations or groups on which the Member's family members serve. Although not strictly prohibited under the Council Code of Conduct, for the same reason that staff are precluded from serving on a board of directors of an affiliated group, it is preferable that Members of Council do not serve in such a capacity.

Family members of Members of Council are not precluded, or even discouraged, from serving on not-for-profit organizations or other bodies. However, where family members of Members of Council serve in such a capacity, the Member should declare a conflict of interest whenever there is a matter for Council consideration in which the not-for-profit organization or body has a pecuniary interest.

For this reason, the following questions may assist Members in assessing whether they should be a member of the body, or if their family member is a member of the body, when a matter may give rise to a conflict:

Is this a corporation created to carry on municipal business on behalf of the City, or to which I am appointed because I am a Council appointee? In these cases, the Municipal Conflict of Interest Act, s.4(h), exempts Member from MCIA obligations.

If no, is this a body (a board, commission, or corporation) which seeks City resources such as space, support, funds?

If yes, the Member of Council should not serve on the board of directors.

If a family member (spouse, sibling, child) of the Council Member is a member of the body, then the Member of Council should declare a conflict of interest any time Council is considering a matter in which the body has a pecuniary interest. In this way, there is no perception that the Council Member is giving preferential consideration to the body on which the Member's family member serves.

RULE NO. 2

Gifts, Benefits and Hospitality:

In this Rule:

- a. “Gift” means money, fee, advance, payment, gift, gift certificate, promise to pay, property, travel, accommodation, entertainment, hospitality or any other personal benefit connected directly or indirectly with the performance of a Member’s duties of office, but excludes:
 - i. Compensation authorized by law;
 - ii. Political contributions otherwise reported by law, in the case of Members running for office;
 - iii. Services provided by persons volunteering their time;
 - iv. Contributions of value that are specifically addressed in other provisions of this Code
 - v. Gifts provided to the City of Thunder Bay and which are logged, archived and/or publicly displayed as such.
- b. A Gift provided with the Member’s knowledge to a Family Member or to a Member’s staff that is connected directly or indirectly to the performance of the Member’s duties, is deemed to be a Gift to that Member.
- c. “Token of Appreciation” means such gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation, or which are a suitable memento of a function honouring the Member.
- d. “Official Hospitality” means food, lodging, transportation and entertainment provided by Provincial, Regional and local governments or political subdivisions of them, by the Federal government or by a foreign government within a foreign country or at a conference, seminar or event where the Member is either speaking or attending in an official capacity at an official event (such as at meetings of AMO, FCM, or conducted by providers of continuing education).
- e. “Business Hospitality” means food and beverages consumed at banquets, receptions or similar events, if:
 - i. attendance serves a legitimate business purpose;
 - ii. the person extending the invitation or a representative of the organization is in attendance; and
 - iii. the value is reasonable and the invitations infrequent;

f. “Publications” means communication to the offices of a Member, including subscriptions to newspapers, and periodicals.

1. No Member shall accept any Gift unless expressly permitted by this Rule.
2. No Member shall accept any Gift involving the use of property or facilities, such as a vehicle, office, club membership or vacation property at less than reasonable market value or at no cost. Notwithstanding this prohibition, with specific approval provided by Council, a Member may be sponsored to attend educational site visits connected with an identified project.
3. Gifts identified in Column B of Table ‘1’ may be accepted by a Member provided the Gift is disclosed in accordance with the conditions set out in Column ‘C’.
4. Gift Disclosure, where required, is to be accomplished by filing within 30 days of receipt of the gift or reaching the annual limit, a Councillor Information Statement in a form prescribed by the Integrity Commissioner and providing same to the City Clerk for posting on the City’s web site.
5. Gifts identified in Column B shall not be accepted, without the Integrity Commissioner’s specific approval, when the conditions set out in Column ‘D’ are applicable.
6. In providing advice to a Member about their obligations respecting Gifts, or in considering any inquiry with respect to a Councillor Information Statement or an assertion that this Rule has been breached, or in providing consent, where required, that a Gift may be accepted, the Integrity Commissioner shall determine whether the receipt of the Gift or might, in the opinion of the Integrity Commissioner, create a conflict between a private interest and the public duty of the Member. In the event that the Integrity Commissioner makes that preliminary determination, he/she shall call upon the Member to justify receipt of the gift or benefit.
7. Should the Integrity Commissioner determine the receipt of a Gift was inappropriate, the Integrity Commissioner may direct the Member to return the gift, reimburse the donor for the value of any gift or benefit already consumed, or the Integrity Commissioner may order the Member to forfeit the gift or remit the value of any gift or benefit already consumed to the City, or a City agency, board or commission. Any such direction ordered by the Integrity Commissioner shall be a matter of public record.

TABLE '1'
Gift Treatment and Disclosure

A	B	C	D
<u>Type of Gift</u>	<u>Examples</u>	<u>Gift Disclosure</u>	<u>Gift No Longer Allowable</u>
		<i>Apparent Value at which Gift, or the cumulative value from one source in a calendar year is disclosable</i>	<i>Condition or Actual Value beyond which gift is not allowable (Value assessed on basis of single Gift or cumulative Gift value from one source in calendar year) (without IC approval)</i>
Token of Appreciation	Plaques, Pens, Mugs, Vase, Event Photos, and similar	No need to record - Deemed Zero Value	Actual Value of a single gift is over \$500 (allowable with IC approval)
	Perishable (includes flowers, food)	No need to record - Deemed Zero Value	Excludes Alcohol with actual value over \$100
	Gift to City	Not a 'Gift'. No need to record. Office of the City Clerk to record and take possession unless otherwise on public display. Deemed Zero Value	N/A
Course of Business	Publications	No need to record - Deemed Zero Value	N/A
	Art	\$100	\$500
	Business Meals	\$100	\$500
	Business Hospitality	\$100	\$750 More than two Event Tickets (Golf, Gala, Sporting, Entertainment) per event More than one event per year from the same person or organization (allowable with IC approval)
	Official Hospitality	\$750	No limit

Commentary:

Gifts and benefits are often received by elected officials in the course of their duties and attendance at public functions is expected and is considered part of their role. Business-related entertainment and gift-giving can be a token of respect and admiration for the elected official, but can also be seen as an instrument of influence and manipulation. The object of this rule is to provide transparency around the receipt of incidental gifts and benefits and to establish a threshold where the total value could be perceived as potentially influencing a decision.

The practical problems that nominal gifts and benefits create require a Code of Conduct that provides clarity and transparency. Personal integrity and sound business practices require that relationships with developers, vendors, contractors or others doing business with the City be such that no Member of Council is perceived as showing favouritism or bias toward the giver. There will never be a perfect solution.

Each Member of Council is individually accountable to the public and is encouraged to keep a list of all gifts and benefits received from individuals, firms or associations, with estimated values, in their offices for review by the Integrity Commissioner in the event of a complaint.

Use of real estate or significant assets or facilities (i.e. a vehicle, office, vacation property or club membership) at a reduced rate or at no cost is not an acceptable gift or benefit. The purpose of the Code is not to prohibit Members from accepting all invitations to socialize at a vacation property with personal friends at their vacation property, provided the Gift is disclosed in accordance with this Rule.

Proper caution and diligence must however be exercised when a social function occurs within close proximity to the individual having an issue before City Council or staff for approval. It is always prudent to consult with the Integrity Commissioner before accepting or attending at any such engagements. Any doubts about the propriety of a gift should be resolved in favour of not accepting it or not keeping it. It may be helpful to consult with the Integrity Commissioner when a Member chooses to decline a gift as well as when a recipient may opt to keep a gift.

An invitation to attend a function with a developer or supplier could be seen as allowing the giver an opportunity to influence the elected official. Such invitations should only be accepted if the invitation is within the scope of permissible gifts and benefits, meaning that Members should not consistently accept invitations from the same individual or corporation and should avoid any appearance of favouritism.

For clarification, an invitation to an event celebrating the successful completion of a development or project or the opening of a new business within the Member's ward on the other hand could serve a legitimate business purpose and be seen as part of the responsibilities of office provided the person extending the invitation or that person's representative is in attendance.

An invitation to attend a charity golf tournament or fund-raising gala, provided the Member of Council is not consistently attending such events as a guest of the same individual or

corporation, is also part of the responsibilities of holding public office. Likewise, accepting invitations to professional sports events, concerts or dinners may serve a legitimate business purpose. Where a Member is uncertain in regards to whether an invitation is or is not appropriate, it may be prudent to consult with the Integrity Commissioner before attending any such event.

Regular invitations to lunch or dinner with persons who are considered friends of Members of Council is acceptable in situations where the Member pays their portion of the meal expense and treats it as a personal expense, meaning a claim is not made under the applicable expense policies. Proper caution and diligence not to discuss matters before the City for a decision must be exercised at all times. When in doubt it is prudent to consult with the Integrity Commissioner.

RULE NO. 3

MEMBER'S EXPENSES:

There are a range of expenses that support a Member's role in community development and engagement activities within their ward. For federal and provincial elected officials, these expenses are often paid for by Riding Association funds. Municipal elected officials do not have this benefit. Members should refer to the Travel Expense policy and practices with respect to expenditures from their budgets for guidance of expenses eligible for reimbursement.

1. As community leaders, Members may lend their support to and encourage community donations to registered charitable, not-for-profit and other community-based groups. Monies raised through fundraising efforts shall go directly to the groups or volunteers or chapters acting as local organizers of the group and Members of Council should not handle any funds on behalf of such organizations.

Members of Council routinely perform important work in supporting charitable causes and in so doing, there is a need for transparency respecting the Member's involvement. The following guidelines shall apply:

- a. Members of Council should not directly or indirectly manage or control any monies received relating to community or charitable organizations fundraising;
- b. Members of Council or persons acting on behalf of a Member shall not solicit or accept support in any form from an individual, group or corporation, with any pending significant planning, conversion or demolition variance application or procurement proposal before City Council, which the Member knew or ought to have known about.
- c. With reference to member-organized community events, Members of Council must report to the Integrity Commissioner, the names of all donors and the value

of their donation that supplement the event.

- d. Where a Member of Council sponsors and/or lends support to a community or charitable event, this *Code* recognizes that all donations are subject to the relevant City policy.
 - e. No donation cheques should be made payable to a Member of Council or to the City of Thunder Bay. Members of Council may only accept donation cheques made payable to a Business Improvement Association, charity or community group and only for the purpose of passing the cheques on to such group.
 - f. Members of Council should not handle any cash on behalf of any charitable organization, not-for-profit or community group, and should always remain at arm's length from the financial aspects of these community and external events. If a Member of Council agrees to fundraise on behalf of a charity or community group, the Member should ensure that payment is received by a means that does not involve cash, including bank draft, money order, credit card or cheque made payable to the applicable group or organization.
2. Nothing included herein affects the entitlement of a Member of Council to:
- i) use the Member's office expense budget to champion or support community events subject to the terms of any relevant policies;
 - ii) urge constituents, businesses or other groups to support community events and advance the needs of a charitable organization put on by others in the Member's Ward or elsewhere in the City;
 - iii) play an advisory ex officio or honorary role in any charitable or non- profit organization that holds community events in the community; and
 - iv) collaborate with the City of Thunder Bay and its agencies, boards or commissions to hold community events.

Commentary:

By virtue of the office, Members of Council will be called upon to assist various charities, service clubs and other non-profits as well as community associations, by accepting an honorary role in the organization, lending their name or support to it or assisting in fundraising. Transparency and accountability are best achieved in today's era by encouraging contributors to make donations to such organizations on-line through a website or where that is not possible through a cheque made payable directly to the organization. Cash should never be accepted.

RULE NO. 4

Confidential Information:

1. No Member shall disclose the content of any such matter, or the substance of deliberations, of a closed meeting until the Council or Committee discusses the information at a meeting that is open to the public or releases the information to the public.
2. No Member shall disclose or release by any means to any member of the public, any confidential information acquired by virtue of their office, in either oral or written form, except where required by law or authorized by Council to do so.
3. No Member shall use confidential information for personal or private gain, or for the gain of relatives or any person or corporation.
4. No Member should directly or indirectly benefit, or aid others to benefit, from knowledge respecting bidding on the sale of City property or assets.
5. Members of Council should not access or attempt to gain access to confidential information in the custody of the City unless it is necessary for the performance of their duties and is not prohibited by Council policy.

Commentary:

Confidential Information includes information in the possession of, or received in confidence by, the City of Thunder Bay that the City is either prohibited from disclosing, or is required to refuse to disclose, under the Municipal Freedom of Information and Protection of Privacy Act ("MFIPPA"), or any other legislation.

MFIPPA restricts or prohibits disclosure of information received in confidence from third parties of a corporate, commercial, scientific or technical nature, information that is personal, and information that is subject to solicitor-client privilege.

The Municipal Act, 2001 allows information that concerns personnel, labour relations, litigation, property acquisitions and security of the property of the City or a local board, and matters authorized in other legislation including MFIPPA, to remain confidential. For the purposes of the Code of Conduct, "confidential information" includes this type of information.

As elected officials, Members of Council will receive highly sensitive and confidential information concerning residents who need their assistance. This is consistent with the nature of the Members' duties, and is in accordance with the City's Records policy.

Under the Council Procedure By-law, a matter that has been discussed at a closed meeting remains confidential, until such time as a condition renders the matter public. The following are examples of the types of information that a Member of Council must keep confidential:

- items under litigation, negotiation, or personnel matters;
- information that infringes on the rights of others (e.g. sources of complaints where the identity of a complainant is given in confidence);
- price schedules in contract tender or request for proposal submissions if so specified;
- information deemed to be “personal information” under the *Municipal Conflict of Interest Act*; and
- statistical data required by law not to be released (e.g. certain census or assessment data)

Where it is clear that a communication was not made in a confidential manner (i.e. copied to others, or made in the presence of others) or the manner of communication undermines the validity of labelling it “Confidential”, such communication will not be given any higher level of confidentiality than any other communication. The words “Privileged”, “Confidential” or “Private” will not be understood to preclude the appropriate sharing of the communication for the limited purpose of reviewing, responding or looking into the subject-matter of the communication.

RULE NO. 5

Use of City Resources:

1. No Member shall use for personal purposes any City staff services, property, equipment, services, supplies, websites, web-boards, or other City-owned materials, other than for purposes connected with the discharge of City duties.
2. No Member shall obtain personal financial gain from the use or sale of City developed intellectual property (for example, inventions, creative writings and drawings), computer programs, technical innovations or any other item capable of being patented. Members acknowledge and do not dispute that all such property remains exclusively that of the City of Thunder Bay.
3. No Member shall use information gained in the execution of his or her duties that is not available to the general public, for any purposes other than his or her official duties.

Commentary:

Members, by virtue of their position, have access to a wide variety of property, equipment, services and supplies to assist them in the conduct of their City duties as public officials.

While most of this property is provided within the confines of their office, much of it is transportable or may be provided for home use, given the nature of the demands placed on Members in carrying out their duties and in recognition of the fact that the City does not provide constituency offices to Members of Council. Members are held to a higher standard of behaviour and conduct and therefore should not use such property for any purpose other than for carrying out their official duties. For clarity, this Rule is intended to prohibit the use of City resources for purposes such as running a home business. It is not intended to prohibit occasional personal use, but it should be subject to practical limitations.

Careful attention should be given to the provisions of the City's policy which identifies approvable allowable expenses. During election campaigns, the provisions of Rules 6 and 7 will apply.

4. No Member shall use the services of City staff, or make requests for document or information from City staff, unless such information is required for the purpose of carrying out their duties as public officials.
5. No Member shall include in his or her website, newsletters, E-mails or other printed material, advertising of businesses in the City, including the distribution of gift certificates, free tickets and compiling a list of businesses located in a ward. Attending and reporting the opening of a new business or a business event in the City is permissible and a Member may thank verbally or in a newsletter, a business by name or an employee of that business, which contributes to a City or ward event provided that no such recognition shall constitute an endorsement of such business.

RULE NO. 6

Election Campaigns:

1. Members are required to follow the provisions of the *Municipal Elections Act, 1996* and Members are accountable under the provisions of that statute.
2. No Member shall use the facilities, equipment, supplies, services, staff or other resources of the City (including Councillor newsletters, individual websites linked through the City's website and social media accounts used for ward communication) for any election campaign or campaign-related activities and all such sites shall not use the City of Thunder Bay logo.
 - a) If a member of Council uses any social media account for campaign purposes, such account must not be created or supported by City resources or use the City logo. Social media accounts used for

campaign purposes must utilize personal cell phones, tablets and/or computers.

- b) To avoid confusion with any website or social media accounts used for Council Member work, Council members who choose to create or use social media accounts for campaign communications must include, for the duration of the campaign, a clear statement on each campaign website or social media account's home page indicating that the account is being used for election campaign purposes.
 - c) Despite the foregoing, Members are allowed to place campaign phone numbers, websites and E-mail addresses on the election pages on the City's website, which is available and authorized for use by all candidates for municipal and school board office.
- 3. In a municipal election year, commencing June 30th until the date of the election, Members may not publish Councillor newsletters or distribute them in municipal facilities. All newsletters distributed through the mail must be post- marked by no later than June 30th in an election year. Members of Council may, during such period, use City facilities to communicate important notifications to the residents of their ward by E-mail in normal Outlook format or by letter on the Councillor's stationery.
 - 4. In a municipal election year, commencing on June 30th, until the date of the election, no candidate including Members, may directly or indirectly, book any municipal facility for any purpose that might be perceived as an election campaign purpose.
 - 5. Members shall be respectful of the role of the City Clerk in managing the municipal election process and meeting all statutory requirements in respect thereof. The City Clerk must ensure all candidates are treated equally and no candidate for elected office should interfere with how the Clerk carries out these duties.

Commentary:

Staff should not interpret or provide advice to Members regarding the requirements placed on candidates for municipal office.

The restriction on booking facilities ensures that election-related functions, or those that could appear to be election-related, will not occur at any time there is an advance or regular poll at the facility. The need to set up in advance means that election night parties cannot be held in the same facilities that polling stations are located in.

Members should not authorize any event that could be perceived as the City providing them with an advantage over other candidates. It is the personal responsibility of Members to ensure that any use of facilities or the services of municipal staff are carried out in accordance with applicable legislation. Staff are not responsible for monitoring and advising Members or any other candidates, in this regard.

The Municipal Elections Act, 1996 clearly states that it is the responsibility of the City Clerk to conduct the election and take all necessary actions to ensure municipal elections meet all statutory requirements.

6. No Members shall use the services of persons for campaign related Activities during hours in which those persons receive any compensation from the City.
7. The Integrity Commissioner may at any time be consulted with regard to complying with any part of Rule 6 and in particular may rule on whether any activity by staff in a Councillor's office during an election year is prohibited election work or permitted activity sufficiently unrelated to the election.

RULE NO. 7

Improper Use of Influence:

1. No member shall use the influence of his or her office for any purpose other than for the exercise of his/her official duties.
2. Members shall not contact members of any tribunal regarding any matter before it, such as the Committee of Adjustment, which is charged with making independent decisions and whose members have been appointed by Council. Members may with prior written notice to the Committee of Adjustment Secretary/Treasurer, infrequently attend meetings to provide the Committee of Adjustment with history and context of an application before the committee. Members may send a letter or E-mail addressed to the Secretary of such tribunal expressing the views of the member on behalf of the community.

If Council has taken a position in an Ontario Municipal Board/Local Planning Appeal Tribunal ("OMB/LPAT") matter and instructed the City Solicitor to appear at a hearing in support of such position, no member of Council who disagrees with such position, shall give evidence at such hearing or otherwise work against the will of Council in such matter. With the consent of the lawyer assigned to represent the City at an OMB/LPAT hearing, a member of Council who is in support of the Council instructions to such lawyer, may give evidence at an OMB/LPAT hearing. Notwithstanding the above, if the OMB/LPAT has decided to mediate a dispute between parties in a matter, any member of Council may offer his or her services to assist with such mediation regardless of his or her position in the matter and participate, if approved by the OMB/LPAT mediator.

Commentary:

Examples of prohibited conduct are the use of one's status as a Member of Council to improperly influence the decision of another person to the private advantage of oneself, or one's Family Member, or friends. This would include attempts to secure preferential treatment beyond activities in which Members normally engage on behalf of their constituents as part of their official duties. Also prohibited is the holding out of the prospect or promise of a future advantage through a Member's supposed influence within Council in return for present actions or inaction.

Contact with members of tribunals appointed by Council on any case might be viewed as attempts to intimidate the tribunal member. Generally, members of Council should not take part in the proceedings of any other tribunal where the City is a party unless such participation is approved by the Integrity Commissioner

3. Pursuant to corporate policy, the City Manager directs City General Managers, who in turn direct City staff. City Council and not individual Members of Council appropriately give direction to the City administration.

RULE NO. 8

Business Relations:

1. No Member shall allow the prospect of his/her future employment by a person or entity to affect the performance of his/her duties to the City, detrimentally or otherwise.
2. No Member shall borrow money from any person who regularly does business with the City unless such person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money, such as a credit union.
3. No Member shall act as a paid agent before Council or a committee of Council or any agency, board or committee of the City.
4. No Member shall refer a third party to a person, partnership or corporation in exchange for payment or other personal benefit.

RULE NO. 9

Member Conduct

Conduct at Council and Committee Meetings:

1. Members shall conduct themselves at Council and committee meetings with decorum in accordance with the provisions of the *Council Procedure By-law*.

-
2. Members shall endeavour to conduct and convey Council business and all their duties in an open and transparent manner (other than for those decisions which by virtue of legislation are authorized to be dealt with in a confidential manner in closed session), and in so doing, allow the public to view the process and rationale which was used to reach decisions and the reasons for taking certain actions.

Commentary

Members recognize the importance of cooperation and strive to create an atmosphere during Council and committee meetings that is conducive to solving the issues before Council, listening to various points of view and using respectful language and behaviour in relation to all of those in attendance.

Various statutes, the Council Procedure By-law and decisions by courts and quasi-judicial tribunals and the Information and Privacy Commission, establish when City Council can discuss issues in closed session. Transparency requires that Council apply these rules narrowly so as to best ensure that decisions are held in public session as often as possible.

Unless prohibited by law, Members should clearly identify to the public how a decision was reached and the rationale for so doing.

3. Members shall make every effort to participate diligently in the activities of the committees, agencies, boards, commissions and advisory committees to which they are appointed by the City or by virtue of being an elected official.

Commentary

Individual Members are appointed to committees, agencies, boards and commissions based on their various backgrounds and their ability to contribute to matters before them, bringing their expertise and experience. Members shall not be absent from Council or committee meetings, or from those of agencies, boards and commissions to which they are appointed without reasonable justification (for example, illness of the Member, family circumstance) for more than three consecutive scheduled meetings or on a regular basis.

4. Members shall conduct themselves with appropriate decorum at all times.

Commentary

As leaders in the community, Members are held to a higher standard of behaviour and conduct, and accordingly their behaviour should be exemplary.

RULE NO. 10

Media Communications:

1. Members of Council will accurately communicate the decisions of Thunder Bay Council, even if they disagree with the majority decision of Council, and by so doing affirm the respect for and integrity in the decision-making processes of Council.
2. Members of Council will keep confidential information confidential, until such time as the matter can properly be made public.
3. In all media communications, including social media, members will treat each other, staff and members of the public with decorum, dignity and respect, and shall avoid messaging that amounts to abuse, bullying or intimidation.

Commentary

A Member may state that he/she did not support a decision, or voted against the decision. A Member should refrain from making disparaging comments about other Members of Council or about Council's processes and decisions.

When communicating with the media, a Member should at all times refrain from speculating or reflecting upon the motives of other Members in respect of their actions as a Member of Council.

While openness in government is critical, governments also must respect confidentiality when a matter must remain, at least for a period of time, confidential. Breaches of confidentiality by Members erodes public confidence.

While Members are encouraged to actively participate in vigorous debate, Members should understand that they are part of a democratically-elected representative body and should not engage in social media as if they are outsiders. In this regard, caution should be exercised when blogging, posting, tweeting, re-posting and linking to posts using social media, whether the member is using a personal account or a City account.

Members who post blogs should recognize that the Canadian Association of Journalists has identified the ethical conflict faced by journalists holding elected public office. It is recognized that there is an irreconcilable conflict in holding both roles.

While social media can be an excellent tool for communicating quickly with constituents and sharing ideas and obtaining input, social media can breed incivility that generally is avoided in face-to-face interactions. In a world where a transitory comment can become part of the permanent record, Members should exercise restraint in reacting too quickly, or promoting the

social media posts of others whose views may be disparaging of Council's decisions or another Member's perspectives.

RULE NO. 11

Respect for City By-laws and Policies:

1. Members shall encourage public respect for the City and its by-laws.
2. Members shall adhere to such by-laws, policies and procedures adopted by Council that are applicable to them.

Commentary:

A Councillor must not encourage disobedience of a City by-law in responding to a member of the public, as this undermines confidence in the City and in validity of its By-laws.

Members of Council are required to observe the policies and procedures established by City Council at all times, and are directed to pay special attention to, and comply strictly with, the Council Procedure By-law and Travel Expense policy. In exceptional circumstances, a Member may request Council grant an exemption from any policy.

RULE NO. 12

Respectful Workplace:

1. Members are governed by the City's Workplace harassment and Discrimination Policy. All Members have a duty to treat members of the public, one another and staff appropriately and without abuse, bullying or intimidation and to ensure that their work environment is free from discrimination and harassment.
2. All complaints received involving members of Council under the Workplace Harassment And Discrimination Policy shall be referred to the Integrity Commissioner for processing in accordance with both the said policy and the *Council Code of Conduct Complaints Protocol*.
3. The *Ontario Human Rights Code* applies in addition to the City's Workplace Harassment And Discrimination Policy.

Commentary:

It is the policy of the City of Thunder Bay that all persons be treated fairly in the workplace in an environment free of discrimination or personal and sexual harassment.

The City of Thunder Bay's Workplace Harassment And Discrimination Policy ensures a safe and respectful workplace environment and provides for the appropriate management of any occurrences of harassment and discrimination as those terms are defined in the policy.

The City of Thunder Bay's Workplace Harassment And Discrimination Policy applies equally to members of staff and Members of Council. It will provide guidance to the Integrity Commissioner when a complaint is received involving a Member.

RULE NO. 13

Conduct Respecting Staff:

1. No Member shall compel staff to engage in partisan political activities or be subjected to threats or discrimination for refusing to engage in such activities.
2. No Member shall use, or attempt to use, their authority for the purpose of intimidating, threatening, coercing, commanding or influencing any staff member with the intent of interfering in staff's duties, including the duty to disclose improper activity.
3. Members shall be respectful of the role of staff to advise based on political neutrality and objectivity and without undue influence from any individual Member or faction of the Council.
4. No Member shall maliciously or falsely impugn or injure the professional or ethical reputation or the prospects or practice of staff, and all Members shall show respect for the professional capacities of the staff of the City.

Commentary:

Under the direction of the City Manager, staff serve the Council as a whole, and the combined interests of all Members as evidenced through the decisions of Council. Only Council as a whole has the authority to approve budget, policy, committee processes and other matters.

In practical terms, there are distinct and specialized roles carried out by Council as a whole and by Councillors when performing their other roles. The key requirements of these roles include dealing with constituents and the general public, participating as committee members and as chairs of standing committees, and participating as Council representatives on agencies, boards, commissions and other bodies. Similarly, there are distinct and specialized roles expected of City staff in both the carrying out of their responsibilities and in dealing with the Council. Staff are expected to provide information to Members that they are entitled to.

City staff are accountable to the City Manager who is accountable to City Council. Sometimes the line between staff duties and activities that are political in nature is not clear. Members of Council must respect the difference between the two in making requests of staff.

Members of Council should expect a high quality of advice from staff based on political neutrality and objectivity irrespective of party politics, the loyalty of persons in power, or their personal opinions. That advice will be frank, professional and ethical.

The City's Workplace Harassment And Discrimination Policy applies to Members of Council. Staff and Members of Council are all entitled to be treated with respect and dignity in the workplace.

Members shall not attempt to influence staff to circumvent normal processes in a matter, or overlook deficiencies in a file or application. Members shall not involve themselves in matters of administration or departmental management which fall within the jurisdiction of the City Manager. Any such attempts should be reported to the Integrity Commissioner.

RULE NO. 14

Employment of Council Relatives/Family Members:

1. No Member shall attempt to influence the outcome, or to influence any City employee to hire or promote a Family Member.
2. No Members shall make any decision or participate in the process to hire, transfer, promote, demote, discipline or terminate any Family Member.
3. No Member shall supervise a Family Member, or be placed in a position of influence over a Family Member.
4. No Member shall attempt to use a family relationship for his or her personal benefit or gain.
5. Every Member shall adhere to the City's policy 'Citizen Appointments to Committees and Boards'.

Commentary:

If a Family Member of a Councillor is an applicant for employment with the City or is a candidate for promotion or transfer, the Family Member will proceed through the usual selection process pursuant to the City's hiring policies, with no special consideration.

RULE NO. 15

Not Undermine, Work Against Council's Decisions:

1. Members of Council shall not actively undermine the implementation of Council's decisions.

Commentary

The role of elected officials, once a council decision is made, is to support the implementation of that decision, not to work against its implementation, publicly or behind the scenes. Council decisions are arrived at following discussion and debate, reflecting the democratic process. Members are expected to engage in debate with their fellow council members through the democratic process of government. However, once Council has made its decision, Members must recognize that decision as the duly-considered decision of the body of Council. As members of that body of Council, individual members – those who did not agree with the decision - are not to engage in activities that seek to challenge or undermine that decision.

Members can express disagreement with Council's decisions, but it is contrary to the ethical behaviour of members of Council to actively seek to undermine, challenge or work against Council's decisions.

2. Members of Council shall not engage in litigation or other legal challenges against the municipality or Council's decisions.

a. Despite this provision, Members may pursue a complaint or request for investigation under any of the oversight, transparency and accountability mechanisms provided under Part V.1 and under section 239 of the Municipal Act.

Commentary:

When members are allowed to participate in activities to challenge Council's properly considered decisions, such as legal challenges or other forms of litigation, this is contrary to the interests of the municipality as determined by the decision of the democratically elected governing body, Council. It can create challenges to staff as to when and how much information can be provided to Council (legal advice for example) because of the presence of a legal challenge, which may benefit by 'insider knowledge'.

3. Despite this Rule, Members of Council may seek to have a Council decision reconsidered in accordance with Council's Procedure By-law.

RULE NO. 16

Reprisals and Obstruction:

1. It is a violation of the *Code of Conduct* to obstruct the Integrity Commissioner in the carrying out of his/her responsibilities.
2. No Member shall threaten or undertake any active reprisal against a person initiating an inquiry or complaint under the *Code of Conduct*, or against a person who provides

information to the Integrity Commissioner in any investigation.

3. It is a violation of the *Code of Conduct* to destroy documents or erase electronic communications or refuse to respond to the Integrity Commissioner where a formal complaint has been lodged under the *Code of Conduct*.

RULE NO. 17

Acting on Advice of Integrity Commissioner:

1. Any written advice given by the Integrity Commissioner to a Member binds the Integrity Commissioner in any subsequent consideration of the conduct of the Member in the same matter, as long as all the relevant facts were disclosed to the Integrity Commissioner, and the Member adhered to the advice given.

RULE NO. 18

Implementation:

1. Members are expected to formally, through education and training with the Integrity Commissioner, and informally review their adherence to the Code on a regular basis or when so requested by Council.
2. At the beginning of each term, Members will be expected to meet with the Integrity Commissioner.

Commentary:

Members are expected to understand the obligations on elected officials set out in this Code of Conduct, and are encouraged to contact the Integrity Commissioner for any clarification required. A Code of Conduct component will be included as part of the orientation for each new term of Council.

COUNCIL CODE OF CONDUCT COMPLAINT PROTOCOL

PART A: INFORMAL COMPLAINT PROCEDURE

Any person or representative of an organization who has identified or witnessed behaviour or an activity by a member of Council that they believe is in contravention of the *Council Code of Conduct* (the “Code”) may wish to address the prohibited behaviour or activity themselves as follows:

- (1) advise the member that the behaviour or activity contravenes the Code;
- (2) encourage the member to stop the prohibited behaviour or activity;
- (3) keep a written record of the incidents including dates, times, locations, other persons present, and any other relevant information;
- (4) if applicable, confirm to the member your satisfaction with the response of the member; or, if applicable, advise the member of your dissatisfaction with the response; and
- (5) consider the need to pursue the matter in accordance with the formal complaint procedure outlined in Part B, or in accordance with another applicable judicial or quasi-judicial process or complaint procedure.

All persons and organizations are encouraged to initially pursue this informal complaint procedure as a means of stopping and remedying a behaviour or activity that is prohibited by the Code. With the consent of the complaining individual or organization and the member, the Integrity Commissioner may be part of any informal process. However, it is not a precondition or a prerequisite that those complaining must pursue the informal complaint procedure before pursuing the Formal Complaint Procedure in Part B.

PART B: FORMAL COMPLAINT PROCEDURE:

Initial Complaint

1. (1) A request for an investigation of a complaint that a member has contravened the Code of Conduct (the “complaint”) shall be sent directly to the Integrity Commissioner by E-mail substantially in the form attached to this Protocol as Schedule “A”.
- (2) All complaints shall be submitted by an identifiable individual (which includes the authorized signing officer of an organization).

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- (3) A complaint shall set out reasonable and probable grounds for the allegation that the member has contravened the Code.
 - (4) The complaint should include the name of the member, the provision of the Code allegedly contravened, facts constituting the alleged contravention, the names and contact information of witnesses, and contact information for the complainant during normal business hours.
 - (5) Election Blackout Period:

No investigation shall be commenced or continued, nor shall the Integrity Commissioner report to Council respecting an investigation, within the election period described within s.223.4 and 223.4.1 of the *Municipal Act*, except as described in those sections.

- (6) Transitional Provision:

For the purposes of the October 2018 regular municipal election, this provision of the Protocol shall be interpreted as if the provisions of s.223.4 and 223.4.1 as amended were already in force.

CLASSIFICATION BY INTEGRITY COMMISSIONER

2. (1) Upon receipt of the request, the Integrity Commissioner shall make an initial classification to determine if the matter is, on its face, a complaint with respect to non-compliance with the Code and not covered by other legislation, a complaint with respect to the *Municipal Conflict of Interest Act* or other relevant Council policies.
- (2) If the complaint, on its face, is not a complaint with respect to non-compliance with the Code or another Council policy governing ethical behaviour or the *Municipal Conflict of Interest Act*, or if the complaint is covered by other legislation, the Integrity Commissioner shall advise the complainant in writing as follows:
 - (a) if the complaint on its face is an allegation of a criminal nature consistent with the *Criminal Code of Canada*, the complainant shall be advised that if the complainant wishes to pursue any such allegation, the complainant must pursue it with the appropriate police force;
 - (b) if the complaint on its face is with respect to non-compliance with the *Municipal Freedom of Information and Protection of Privacy Act*, the complainant shall be advised that the matter will be referred for review to the City Clerk; and
 - (c) the complainant shall be advised that the matter, or part of the matter, is not within the jurisdiction of the Integrity Commissioner to process,

with any additional reasons and referrals as the Integrity Commissioner considers appropriate. The Integrity Commissioner may proceed with that part of the complaint that is within jurisdiction.

- (3) The Integrity Commissioner may assist the complainant in restating, narrowing or clarifying the complaint so that the public interest will be best served were the complaint to be pursued.
- (4) The Integrity Commissioner may report to Council that a specific complaint is not within the jurisdiction of the Integrity Commissioner.
- (5) The Integrity Commissioner shall report annually to Council on complaints not within the jurisdiction of the Integrity Commissioner, but, where possible, shall not disclose information that could identify a person concerned.

INVESTIGATION

- 3. (1) The Integrity Commissioner is responsible for performing the duties set out in this Protocol independently and shall report directly to Council in respect of all such matters. In applying this Protocol, the Integrity Commissioner shall retain the discretion to conduct investigations applying the principles of procedural fairness, and any deviation from the provisions of this Protocol for that purpose shall not invalidate the investigation or result in the Integrity Commissioner losing jurisdiction.
- (2) If the Integrity Commissioner is of the opinion that a complaint is frivolous, vexatious or not made in good faith, or that there are no grounds or insufficient grounds for an investigation, or that the pursuit of the investigation would not, in the opinion of the Integrity Commissioner be in the public interest, the Integrity Commissioner shall not conduct an investigation, or, where that becomes apparent in the course of an investigation, terminate the investigation.
- (3) The Integrity Commissioner shall file an annual report to City Council respecting the advice, education and investigations carried out in the previous year, and developments or recommendations of significance related to the role of the Integrity Commissioner. Other than in exceptional circumstances, the Integrity Commissioner will not report to Council on any complaint described in subsection (2) except as part of an annual or other periodic report.
- (4) Where the Integrity Commissioner rejects or terminates an investigation pursuant to this section, reasons shall be provided.
- 4. (1) If a complaint has been classified as being within the Integrity Commissioner's jurisdiction and not rejected under section 3, the Commissioner shall investigate and may attempt to settle the complaint.
- (2) The Integrity Commissioner may in exceptional circumstances elect to exercise the powers of a Commission under Parts I and II of the *Public Inquiries Act*, as

contemplated by Subsection 223.4(2) of the Act.

- (3) If the Integrity Commissioner elects to conduct an inquiry under the Public Inquiries Act, he/she shall report to Council before proceeding, setting out the reasons for the investigation, and providing an estimate of the expected cost and time that the investigation will require, and providing an opportunity for Council to respond to the reasonableness of the expenditure of public funds for the purpose of such Commission.
 - (4) When the *Public Inquiries Act* applies to an investigation of a complaint, the Integrity Commissioner shall comply with the procedures specified in that Act and this Complaint Protocol, but, if there is a conflict between a provision of the Complaint Protocol and a provision of the *Public Inquiries Act*, the provision of the *Public Inquiries Act* prevails.
5.
 - (1) The Integrity Commissioner will proceed as follows, except where otherwise required by the Public Inquiries Act and/or in the context of a particular situation, the principles of procedural fairness:
 - (a) provide the complaint and supporting material to the member whose conduct is in question and provide the member with a reasonable opportunity to respond.
 - (2) Except where the Integrity Commissioner determines that it is not in the public interest to do so, the name of the complainant shall be provided as part of the complaint documents.
 - (3) If necessary, after reviewing the written materials, the Integrity Commissioner may speak to anyone relevant to the complaint, access and examine any of the information described in subsections 223.4(3) and (4) of the *Municipal Act*, and may enter any City work location relevant to the complaint for the purposes of investigation and settlement.
 - (4) The Integrity Commissioner shall not issue a report finding a violation of the Code of Conduct on the part of any member unless the member has had reasonable notice of the basis for and an opportunity to comment on the proposed findings.
 - (5) The Integrity Commissioner may make interim reports to Council where necessary and as required to address any instances of interference, obstruction or retaliation encountered during the investigation.
6.
 - (1) The Integrity Commissioner shall report to the complainant and the member generally no later than 90 days after the making of the complaint.
 - (2) Where the complaint is sustained in whole or in part, the Integrity Commissioner shall also report to Council outlining the findings, the terms of any settlement, or recommended corrective action.
 - (3) Where the complaint is dismissed, other than in exceptional circumstances, the

Integrity Commissioner shall not report to Council except as part of an annual or other periodic report.

- (4) Any recommended corrective action must be permitted in law and shall be designed to ensure that the inappropriate behaviour or activity does not continue.
- 7. If the Integrity Commissioner determines that there has been no contravention of the Code of Conduct or that a contravention occurred although the member took all reasonable measures to prevent it, or that a contravention occurred that was trivial or committed through inadvertence or an error of judgement made in good faith, the Integrity Commissioner shall so state in the report and shall recommend that no penalty be imposed.
- 8. The City Clerk shall process the report for the next meeting of Council.

COUNCIL REVIEW

- 9. (1) Council shall consider and respond to the report within 90 days after the day the report is laid before it.
- (2) In responding to the report, Council may vary a recommendation that imposes a penalty, subject to Section 223.4, subsection (5) of the *Municipal Act*, but shall not refer the recommendation other than back to the Integrity Commissioner.
- (3) Council can terminate the Integrity Commissioner only by a two-thirds vote of all members.
- (4) Upon receipt of recommendations from the Integrity Commissioner, Council may, in circumstances where the Integrity Commissioner has determined there has been a violation of the Code of Conduct, impose either of two penalties:
 - (a) a reprimand; or
 - (b) suspension of the remuneration paid to the Member in respect of his/her services as a Member of Council or a local board, as the case may be, for a period of up to 90 days,and may also take the following actions:
 - (c) removal from membership of a committee;
 - (d) removal as chair of a committee;
 - (e) repayment or reimbursement of monies received;
 - (f) return of property or reimbursement of its value;

CONFIDENTIALITY

- 10. (1) A complaint will be processed in compliance with the confidentiality requirements in sections 223.5 and 223.6 of the *Municipal Act*, which are

summarized in the following subsections.

- (2) The Integrity Commissioner and every person acting under her or his instructions shall preserve secrecy with respect to all matters that come to his or her knowledge in the course of any investigation except as required by law in a criminal proceeding.
- (3) All reports from the Integrity Commissioner to Council will be made available to the public.
- (4) Any references by the Integrity Commissioner in an annual or other periodic report to a complaint or an investigation shall not disclose confidential information that could identify a person concerned.
- (5) The Integrity Commissioner in a report to Council on whether a member has violated the Code of Conduct shall only disclose such matters as in the Integrity Commissioner's opinion are necessary for the purposes of the report.

**SCHEDULE
"A"**

COMPLAINT

I _____ hereby request the Integrity Commissioner for the City of Thunder Bay to conduct an inquiry about whether or not the following member(s) of the City Council has contravened the Council Code of Conduct or the *Municipal Conflict of Interest Act*:

I have reasonable and probable grounds to believe that the above member(s) has contravened the Council Code of Conduct and/or the *Municipal Conflict of Interest Act* by reason of the following (please include date, time and location of conduct, the Rules contravened, and particulars, including names of all persons involved, and of all witnesses, and information as to how they can be reached, (attach additional pages as needed):

I hereby request the Integrity Commissioner to conduct an inquiry with respect to the above conduct. Attached are copies of documents and records relevant to the requested inquiry.

Date: Signature: _____

Name:
Address:

Email:
Phone:

Email completed Complaint to *(to be identified)*

APPROVED BY:	City Council	Date:	02/11/2019
Replacing/Amending:			
Originating Department:	City Manager's Department/Office of the City Clerk		
Contact:	Office of the City Clerk		
Departmental Procedural Manual:	Yes		
Affected Departments:	All		

Memorandum

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

TO: Members of Council
FROM: Mayor Bill Mauro
DATE: November 14, 2019
SUBJECT: Thunder Bay Police Service – Front Line Deployment
Committee of the Whole – November 25, 2019

At the October 15, 2019 Regular Session meeting of the Thunder Bay Police Services Board discussion I presented the following motion which was carried by the Board:

With respect to front line deployment of the Thunder Bay Police Service, we recommend that the Chief of Police provide a report on the capacity to redeploy existing compliment of human resources to front line policing;

AND THAT this report be brought back to the January 2020 Regular Session meeting of the Board.

This report will be provided at the January 2020 Regular Session meeting.

This memorandum is provided for Council's information.

c.c. Celina Reitberger, Chair – Thunder Bay Police Services Board
Chief S. Hauth – Thunder Bay Police Service