

CITY OF THUNDER BAY  
STRATEGIC PLAN

**SMART**  
**HEALTHY**  
**VIBRANT**  
**STRONG**

Draft at MAY 30, 2011



# SPECIAL THANKS

To the more than 900 individuals and organizations who took the time to provide input to the 2011-2014 Strategic Plan. Your time, insights, and dedication to our community influenced the creation of this plan.

While the 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 your input.

Thank you for answering the call to complete our telephone survey, engage in dialogue at workshops and meetings and comment in writing.

It was apparent throughout the process that we all want the same results. Thunder Bay: smart, healthy, vibrant, strong.

- Mayor Keith Hobbs and  
Members of City Council

2011 Citizen Survey  
Participants

Citizens who attended  
Open Houses

Citizens who  
commented via email

Sir Winston Churchill  
CV&I

City of Thunder Bay  
Elders' Advisory Council

Clean Green and  
Beautiful Committee

Confederation College

Downtown Zones of  
Thunder Bay

Dennis Franklin  
Cromarty High School

Employees of the City of  
Thunder Bay

Heritage Advisory  
Committee

Innovation Centre

Lakehead Public  
Schools

Lakehead University

MESH

Métis Nation of Ontario

Ministry of Municipal  
Affairs and Housing

Municipal Accessibility  
Advisory Committee

North Superior  
Workforce Planning  
Board

Red Sky Métis  
Independent Nation

St. Joseph's Care Group

SHIFT/Young  
Professionals Network

Superior CV&I

Tbaytel

Thunder Bay Catholic  
District School Board

Thunder Bay Chamber  
of Commerce

Thunder Bay  
Community Economic  
Development  
Corporation

Thunder Bay Crime  
Prevention Council

Thunder Bay Cycling  
Club

Thunder Bay District  
Health Unit

Thunder Bay District  
Social Services  
Administration Board

Thunder Bay Hydro

Thunder Bay  
International Airport  
Authority

Thunder Bay Port  
Authority

Thunder Bay Public  
Library

Thunder Bay Regional  
Health Sciences Centre

Thunder Bay Regional  
Research Institute

WalkOn Community  
Forum Participants



# A PROGRESSIVE CITY CONTINUES ITS TRANSFORMATION

Ten years ago, Thunder Bay was a much different place. The Northwestern Ontario Technology Centre, now the Innovation Centre, had recently been founded and housed Lakehead University's Paleo-DNA lab, which became one of the top ancient DNA labs in the world. We still had two hospital campuses, no Medical school and a community partnership was working to incubate a biotech sector to complement our traditional strengths in forestry and manufacturing.



# THE TRANSFORMATION CONTINUES

Today, we have a Regional Health Sciences Centre (1) that is world-class in cancer and cardiac care and expanding into new areas of treatment such as angioplasty. We have a new medical school (2), the first built in Canada in thirty years, the ATAC Building at Lakehead University (3), and the Thunder Bay Regional Research Institute (4) that is putting Thunder Bay on the map for molecular imaging based diagnostic technologies. We also have a new Water Treatment Plant (5) and Water Pollution Control Plant (6), a new Solid Waste and Recycling Facility (7), the Thunder Bay Protective and Emergency Services Training

Centre (8) and new schools such as Superior C&VI (9), and École secondaire catholique de La Vérendrye (10).

Our City played a role in each of these developments through strategic investments, strategic planning and by providing development services. As just one example, more than 10 years ago, Council decided that the South Core would be the government and office district. Accordingly, the province selected the Fort William Neighbourhood as the home to the new consolidated courthouse.

# WHAT WILL THE NEXT TEN YEARS BRING?

The new Mary J.L. Black Library (11) on Edward Street will demonstrate the latest in how a library can be a true neighbourhood hub. The new Regional Education Alliance for Community Health (REACH) building (12) at Confederation College brings health and community service programs and the associated labs, clinics and simulation learning environments under one roof.

We broke ground on the new Superior North EMS District Headquarters (13) to improve response times in Thunder Bay North.

Toward the end of 2011, Phase 1 of Waterfront Development – Prince Arthur’s Landing (14) – will open and enhance our position as a great outdoors City as attention turns to the rest of our 52-kilometre waterfront.

The new District of Thunder Bay Social Services Administration Board Building (15) will open in the Fort William Neighbourhood, providing one-stop shopping for social services.

The Translational Research Centre at the Thunder Bay Regional Research Institute (16) will bring an isotope-producing cyclotron to Thunder Bay, further advancing Thunder Bay in research and innovation.

In Fall 2013, the new Thunder Bay Consolidated Courthouse (17) will be substantially complete and forever change the public space in the City’s Fort William Neighbourhood.

About the same time, the Senior’s Centre of Excellence (18) is expected to be complete and provide the full range of options – from mild or moderate support to 24-hour care - to seniors in Thunder Bay.

Lakehead University is pursuing a law program, Confederation College and Thunder Bay Airport are responding to growth in the mining sector and the Thunder Bay Port is undergoing a rebirth to serve the oil sands and other customers.

Our City’s transformation continues.







This plan focuses the City's efforts on making sure that in 10 years, we have a:

## SMART CITY

### WE WILL:

Be better connected to each other and to the globe

Build on our high penetration of high-speed internet

Better manage our public data

Leverage our interests in Tbaytel and Thunder Bay Hydro

Grow and attract more technology companies

Build on our historic strengths as a gathering place

1

## HEALTHY CITY

### WE WILL:

Live up to our reputation as a great outdoors city

Be healthier with less chronic disease

Integrate active transportation into the City's infrastructure

Promote and support a healthy, safe city for all

Embrace diversity and inclusiveness

Be accessible for all

2

## VIBRANT CITY

### WE WILL:

Have gateways welcoming visitors and returning citizens

Theme our image routes

Be noticeably cleaner, greener and more beautiful

Enhance the urban experiences for residents and visitors

Animate the city by showcasing public art, heritage treasures, and environmental advances

3

## STRONG CITY

### WE WILL:

Strengthen our City's already strong financial position

Update plans to provide for the needs of today and the future

Invest more in infrastructure

Continuously improve the effectiveness of our City

Most citizens will say they get good value for tax dollars

4



# Yard Waste

## ...Keep it Growing!

Send your leaf and yard waste to the City of Thunder Bay Solid Waste & Recycling Facility to be made into soil enriching compost. Watch for the free compost giveaway in the spring.

Bundle brush or branches less than 1 metre long (39") and less than 61 cm (24") in diameter using string or rope.

- No grass clippings, rocks, sod or dirt
- Maximum weight 18kg (40 lbs) per item

WORKING TOGETHER FOR A  
CLEAN, GREEN & BEAUTIFUL  
THUNDER BAY

CITY OF  
**Thunder Bay**  
powered by nature

For more information on the above, visit [www.thunderbay.ca/collections/collections](http://www.thunderbay.ca/collections/collections)  
Transportation & Waste

**VISION**  
Thunder Bay:  
Smart, Healthy, Vibrant, Strong



**MISSION**  
Quality services and  
community leadership



**PRINCIPLES**  
People are at the centre of our  
services and programs.  
We believe in:

- Economic Growth and Innovation
  - Effective Partnerships
  - Regional Responsibility
- Infrastructure Investment and Renewal
- Encouraging and Promoting the Private Sector
  - Informed and Involved People
  - Safe Neighbourhoods
- Cultural Diversity and Inclusiveness
- Economic, Environmental and Social Responsibility
  - Fiscal Accountability and Sustainability





A SMART CITY



# ECONOMY

## A Prosperous and More Diversified Economy

### GOAL 1

Play a key leadership role in growing the local and regional economy (Northwestern Ontario)

#### STRATEGIC DIRECTION

1.1 Actively work toward the development and implementation of the Northern Ontario Growth Plan and Long-Term Provincial Energy Plan

#### ACTIONS

1.1 (a) Take a leadership role in the implementation of the Regional Economic Zones, the Northern Ontario Policy Institute and Multi-modal Transportation Study

1.1 (b) Align the City's Official Plan and development initiatives with the Northern Ontario Growth Plan

1.1 (c) Continue to establish strong relationships with Northwestern Ontario Municipalities and Aboriginal organizations regarding economic development

1.1 (d) Continue to support the work of the Common Voice Northwest Energy Task Force in aggressively pursuing electrical generation and distribution planning that addresses the needs of Northwestern Ontario and Thunder Bay

#### STRATEGIC DIRECTION

1.2 Enhance Thunder Bay's role as a centre of Aboriginal affairs and business

#### ACTIONS

1.2 (a) Develop strong economic development partnerships with Aboriginal organizations including Fort William First Nation, Nishnawbe Aski Nation, Métis Nation of Ontario and Red Sky Métis Independent Nation

1.2 (b) Aggressively pursue the establishment of a Provincial Aboriginal Affairs office in Thunder Bay

### GOAL 2

Support the continued transformation of the City's economy

#### STRATEGIC DIRECTION

2.1 Promote and develop the City as a centre of mining and related services

#### ACTIONS

2.1 (a) Develop a strong mining supply and services cluster (similar to the TBay Metal Fabricators)

2.1 (b) Aggressively pursue Thunder Bay as the site of a ferrochrome processor

2.1 (c) Pursue the development of a Mining Centre of Excellence in conjunction with the private sector, training and education institutions such as Lakehead University and Confederation College, and Aboriginal organizations

2.1 (d) Work closely with Aboriginal organizations to align mutual economic development priorities and interests related to mining

#### **STRATEGIC DIRECTION**

2.2 Support the expansion and diversification of the manufacturing sector

#### **ACTIONS**

2.2 (a) Continue to support the Thunder Bay Metal Fabrication Association in its efforts to grow and develop business networks and relationships

2.2 (b) Promote and assist with the development of local businesses as Centres of Manufacturing Excellence (e.g. Bombardier, Abitibi Bowater)

#### **STRATEGIC DIRECTION**

2.3 Support efforts to make Thunder Bay a world leader in research & innovation

#### **ACTIONS**

2.3 (a) Promote Thunder Bay as the northern terminus of “Medical Alley” encompassing - Rochester, Minneapolis, Duluth, Thunder Bay – and connecting to Winnipeg

2.3 (b) Develop a branding strategy to position and promote Thunder Bay as a leader in research and innovation

2.3 (c) Develop and implement the SMART CITY strategy with community partners (Renew Thunder Bay – five-year strategic Infrastructure Plan)

2.3 (d) Continue to identify opportunities to invest in leveraged Community Partnership projects directed at creating jobs in the research and innovation sector (i.e. Thunder Bay Regional Research Institute)

2.3 (e) Work closely with Lakehead University, Northern Ontario School of Medicine, Confederation College and other key organizations to promote the City as a leader in post secondary education and training integrated with career development

#### **STRATEGIC DIRECTION**

2.4 Develop and promote Thunder Bay as a destination city including attracting major events

#### **ACTIONS**

2.4 (a) Continue to pursue the development of a new Multipurpose Event Centre including completion of detailed feasibility study

2.4 (b) Enhance existing and develop new destination attractions to significantly increase tourism with particular focus on the 52 kilometre waterfront

2.4 (c) Continue to investigate and pursue potential major sport and cultural tourism opportunities

2.4 (d) Support regional and local tourism initiatives directed at Thunder Bay being Canada’s ‘best outdoor city’

#### **STRATEGIC DIRECTION**

2.5 Facilitate the growth of business overall in Thunder Bay

#### **ACTIONS**

2.5 (a) Work closely with the Community Economic Development Commission and Chamber of Commerce to streamline business development approval processes including but not limited to City and Provincial approvals.

2.5 (b) Work collaboratively with major employers to develop a youth retention & employment strategy including youth mentoring and career development programs

2.5 (c) Cultivate a business friendly environment with a focus on small business that supports the Community Economic Development Commission's Business Retention and Expansion plan

2.5 (d) Support transportation and logistics planning and strategic infrastructure improvements working with the Thunder Bay Port Authority, Thunder Bay International Airport Authority, CN, CP and Ministry of Transportation

2.5 (e) Continue to support Community Economic Development Commission in the execution of its Strategic Action Plan

### STRATEGIC DIRECTION

2.6 Fully implement the ReNew Thunder Bay five-year Strategic Infrastructure Plan

### ACTIONS

2.6 (a) Aggressively pursue Renew Thunder Bay and other strategic infrastructure funding opportunities working closely with Northern Ontario Heritage Fund Corporation, FedNor and other agencies

2.6 (b) Complete the Golf Links Road/Junot Avenue Corridor Pilot Project

2.6 (c) Develop a Revitalization and Infrastructure strategy to support and grow downtown cores and mixed use areas including affordable housing

2.6 (d) Review application of Community Partnership funding model to Renew Thunder Bay Plan





# LIFESTYLE

A high quality of life

## GOAL 3

A safe City

### STRATEGIC DIRECTION

3.1 Support and facilitate the work of the community-led Thunder Bay Crime Prevention Council

### ACTIONS

3.1 (a) Develop and implement an evidence-based Crime Prevention and Community Safety Plan

3.1 (b) Establish a community partnership to explore options for a safe facility for youth

### STRATEGIC DIRECTION

3.2 Support and facilitate the work of the Thunder Bay Drug Strategy

### ACTIONS

3.2 (a) Participate in implementation of the Drug Strategy

3.2 (b) Support the provision of transitional and crisis housing related to persons affected by substance use and mental illness, working closely with community partners

## GOAL 4

Active and engaged people of all ages

### STRATEGIC DIRECTION

4.1 Renew our recreation systems and infrastructure to contribute to our high quality of life

### ACTIONS

4.1 (a) Complete and implement the Recreation and Parks Master Plan and update service delivery model

### STRATEGIC DIRECTION

4.2 With community partners, develop a Youth Strategy to address community needs

### ACTIONS

4.2 (a) Strengthen neighbourhood and after school programming and address gap in services for older teens

4.2 (b) Involve youth in planning and programming for youth-friendly spaces

4.2 (c) Engage youth and community partners in developing options for youth centres

**GOAL 5**  
A caring, welcoming, inclusive City

**STRATEGIC DIRECTION**

5.1 Support Thunder Bay’s increasingly diverse and aging population

**ACTIONS**

5.1 (a) Collaborate with Age-Friendly Thunder Bay to develop and implement an Action Plan that includes assessing City services against best practices

5.1 (b) Join World Health Organization Age Friendly Network

5.1 (c) Engage Aboriginal partners and community organizations to develop an orientation program and supports including housing for people from northern communities who come to Thunder Bay for education, health and other services

5.1 (d) Enhance supports to welcome newcomers to the community and immigrants who settle in Thunder Bay

5.1 (e) Develop a multi-year Accessibility Plan that meets new Accessibility for Ontarians with Disabilities Act regulations and community priorities

5.1 (f) Develop services and programming to better meet the needs of the urban Aboriginal community.

**STRATEGIC DIRECTION**

5.2 Respond to community needs

**ACTIONS**

5.2 (a) With community partners, develop a Poverty Reduction Strategy

5.2 (b) Support the development of a strategy to increase access to local food

5.2 (c) Support the Thunder Bay District Social Services Administration Board Housing Strategy

5.2 (d) Support and participate in community-based MESH (Measure Empower Strengthen Happiness) initiative

**GOAL 6**  
Provide effective public transportation

**STRATEGIC DIRECTION**

6.1 Plan for changing community needs for Transit over the next 10 years

6.1 (a) Complete a Council-approved Transit Master Plan

6.1 (b) Implement the Transit Master Plan recommendations

**GOAL 7**  
A strong and celebrated arts, heritage and culture sector

**STRATEGIC DIRECTION**

7.1 Implement the Inspire Thunder Bay Culture Plan

**ACTIONS**

7.1 (a) Establish a cross-divisional committee of senior staff for effective collaboration of departments to implement key Culture Plan projects





# ENVIRONMENT

A cleaner, greener, more beautiful and proud Thunder Bay

**GOAL 8**  
Improve the appearance and cleanliness of our City.

**STRATEGIC DIRECTION**

8.1 Provide developers with guidelines on our expectations and improve the appearance of Thunder Bay’s Image Routes followed by major arterials

**ACTIONS**

8.1 (a) Develop City-wide Urban Design Guidelines that incorporate green infrastructure and ‘complete street’ model

8.2 (b) Develop detailed Design Guidelines for the City’s three Image Routes (Red River Road and North Core; Arthur Street and South Core; Algoma, Memorial and May Streets)

8.1 (c) Develop and implement a phased five-year plan that aligns with the City’s capital plan where possible

**STRATEGIC DIRECTION**

8.2 Advance Zero Waste principles

**ACTIONS**

8.2 (a) Develop and implement a comprehensive solid waste management strategy

8.2 (b) Continue to investigate and pursue local economic and business development opportunities related to waste management

8.2 (c) Investigate options related to implementation of a Commercial/Non-residential Recycling Program (e.g., cardboard)

**STRATEGIC DIRECTION**

8.3 Work in partnership with the community to improve the use of vacant or underutilized spaces

**ACTIONS**

8.3 (a) Bring together community partners to facilitate the sharing of local knowledge and experiences between designers, builders, utilities, and cultural groups through partnerships to determine highest and best use of vacant/underutilized properties

8.3 (b) Develop strategies and guidelines to determine the best use of vacant/underutilized properties and incorporate strategies for vacant land into the Official Plan

**GOAL 9**

Reduce greenhouse gas emissions through the wise use of energy

**STRATEGIC DIRECTION**

9.1 Reduce the total carbon-based energy consumption within the Corporation of the City of Thunder Bay below 2005 energy baseline levels

**ACTIONS**

9.1 (a) Develop and implement a comprehensive Corporate Energy Management Plan

**STRATEGIC DIRECTION**

9.2 Support and encourage the development and use of renewable energy technologies within the community

**ACTIONS**

9.2 (a) Continue to identify opportunities to support the development and use of renewable energy technologies

**GOAL 10**

Promote a more sustainable community recognizing that environment, economy, society and culture are linked through the implementation of the Community Environmental Action Plan

**STRATEGIC DIRECTION**

10.1 Promote greening and protect the City's environment

**ACTIONS**

10.1 (a) Create a Corporate Green Team to champion the Community Environmental Action Plan

10.1 (b) Develop a stormwater management plan to reduce stormwater outflow, flooding and to protect Lake Superior and its watershed

10.1 (c) Implement Phase 2 of the Active Transportation Plan

10.1 (d) Complete and implement an Urban Forestry Management Plan to protect, preserve, enhance and expand the city's public forest resources





# GOVERNANCE

Recognized as a best-run City

## GOAL 11

Be financially sustainable, with the resources required to support the City's plans and provide the infrastructure and services the citizens need

### STRATEGIC DIRECTION

11.1 Thunder Bay's capital financing capacity will be increased and the annual infrastructure deficit will be reduced

### ACTIONS

11.1 (a) Quantify the infrastructure deficit by asset category using Tangible Capital Asset data

11.1 (b) Develop a Corporate Financial Sustainability Plan - a long-range financial plan (including funding strategy) to maintain, renew and replace infrastructure based on life-cycle costing principles

11.1 (c) Present enhanced infrastructure program funding options for consideration by Council in the annual budget process

11.1 (d) Investigate implementation of Development Charges to fund new growth

11.1 (e) Refine the City's long-term debt strategy

### STRATEGIC DIRECTION

11.2 Achieve and sustain a healthy financial position for the City of Thunder Bay

### ACTIONS

11.2 (a) Prepare a comprehensive framework for the Long Term Financial Planning process to improve multi-year budget forecasting and better communicate the City's financial position

11.2 (b) Present an Operating and Capital Budget Directions Report annually for consideration and approval by Council

### STRATEGIC DIRECTION

11.3 Thunder Bay will be recognized as a centre of excellence in service and operational management and delivering services in a fiscally responsible manner

### ACTIONS

11.3 (a) Undertake a Corporate Review Process to identify and implement continuous improvement initiatives and corporate-wide net cost savings (based on a target of one per cent of net budget annually, or \$1.5 million).

11.3 (b) Identify and implement departmental customer service enhancements

11.3 (c) Assess models for 311 across multiple channels (telephone, web, TV) to respond to and track citizen requests for city services and information and implement if approved

11.3 (d) Expand collaborative relationships with Tbaytel, Thunder Bay Hydro and affiliated Boards and Agencies that further economic development, improve the

competitive advantage of the Corporation, and result in operational efficiencies

11.3 (e) Continue to benchmark City services and financial position in comparison to similar municipalities

11.3 (f) Establish a comprehensive corporate risk management program

## **GOAL 12**

**Citizens are more engaged and have a stronger understanding of the role of their City and its programs, services and initiatives**

### **STRATEGIC DIRECTION**

12.1 Involve citizens more effectively in the decisions of Council

#### **ACTIONS**

12.1 (a) Develop a consultation framework and protocol for undertaking enhanced public consultation that is inclusive, meaningful and responsive

### **STRATEGIC DIRECTION**

12.2 Continue to improve two-way communication with residents

#### **ACTIONS**

12.2 (a) Update the Community Communications Plan incorporating new forms of communication (e.g. social media)

### **STRATEGIC DIRECTION**

12.3 Increase transparency associated with Council decision-making

#### **ACTIONS**

12.3 (a) Review open/closed session meeting requirements and report to Council on options for process improvement

12.3 (b) Complete a Code of Conduct for Members of Council and Administration

12.3 (c) Create a “complaints” process that is simple and is communicated to the general public so that complaints can be properly tracked, followed up and responded to

## **GOAL 13**

**Be an employer of choice, attracting and retaining employees required to meet service and program needs**

### **STRATEGIC DIRECTION**

13.1 To have the right person with the right skills in the right position

#### **ACTIONS**

13.1 (a) Customize non-union employee selection, training and development programs with future managerial vacancies

13.1 (b) Revise and deliver corporate training and succession readiness program

### **STRATEGIC DIRECTION**

13.2 Promote a corporate culture that respects diversity

#### **ACTIONS**

13.2 (a) Develop a cross-departmental team of senior leaders to extend the reach of the Aboriginal Liaison work into the Corporation, in support of the Aboriginal Liaison Strategic Plan

13.2 (b) Inclusion of Aboriginal cultural awareness training for all new hires

13.2 (c) Voluntary employment equity survey is conducted

### **STRATEGIC DIRECTION**

13.3 Continue to develop a safe and healthy workplace

#### **ACTIONS**

13.3 (a) Present an annual report to Council on the City’s Health and Safety Program including corporate accomplishments and overall performance

13.3 (b) Develop and implement a comprehensive Safety Program conforming to Occupational Health and Safety Assessment Series 18001 in order to manage risk and reduce the incidence of injury and occupational illness

# STRATEGIC PLANNING CONTEXT

## Community-Driven Process

### Infinite Possibilities Initiative (Ongoing)

Toward the end of 2010, 110 citizens gathered under the banner of the Thunder Bay Innovation Centre to discover if there was sufficient energy to initiate a community-driven process for discovering, aligning and acting on the infinite possibilities of the City. Led by consultant Ian Percy, virtually all of the participants expressed an eagerness to continue the exploration. A full-day event with 55 participants including young adults was held on February 12, 2011. Many ideas were generated at this event and an Infinite Possibilities steering group was established to move the collaboration forward.

## Community Plan

### Fast Forward >> Thunder Bay – Our Community Development Plan (2000)

#### *The Vision:*

*On the extraordinary shores of Lake Superior, Thunder Bay, rich in people and resources, connects to the region of Northwestern Ontario and to the world.*

*Affordable and accessible quality of life, respect for diversity, safe neighbourhoods, and economic opportunities make Thunder Bay a healthy community in which to live, work and play together.*

The plan was the result of a broad-based community partnership with three key goals:

- 1) Quality of Life - Thunder Bay will be a healthy community, which will foster and promote its unique quality of life
- 2) Diversified Economy - Thunder Bay will create a positive climate for businesses, institutions and employees, in order to develop a diversified, growing economy driven by a world-class information technology network and a highly skilled and developed human resource base
- 3) Regional Networks - Thunder Bay will work with its partners in Northwestern Ontario to develop mutually supportive relationships, which strengthen the region





## Corporate Strategic Plans

### City of Thunder Bay New Foundation Living Strategic Plan (2004 - 2006)

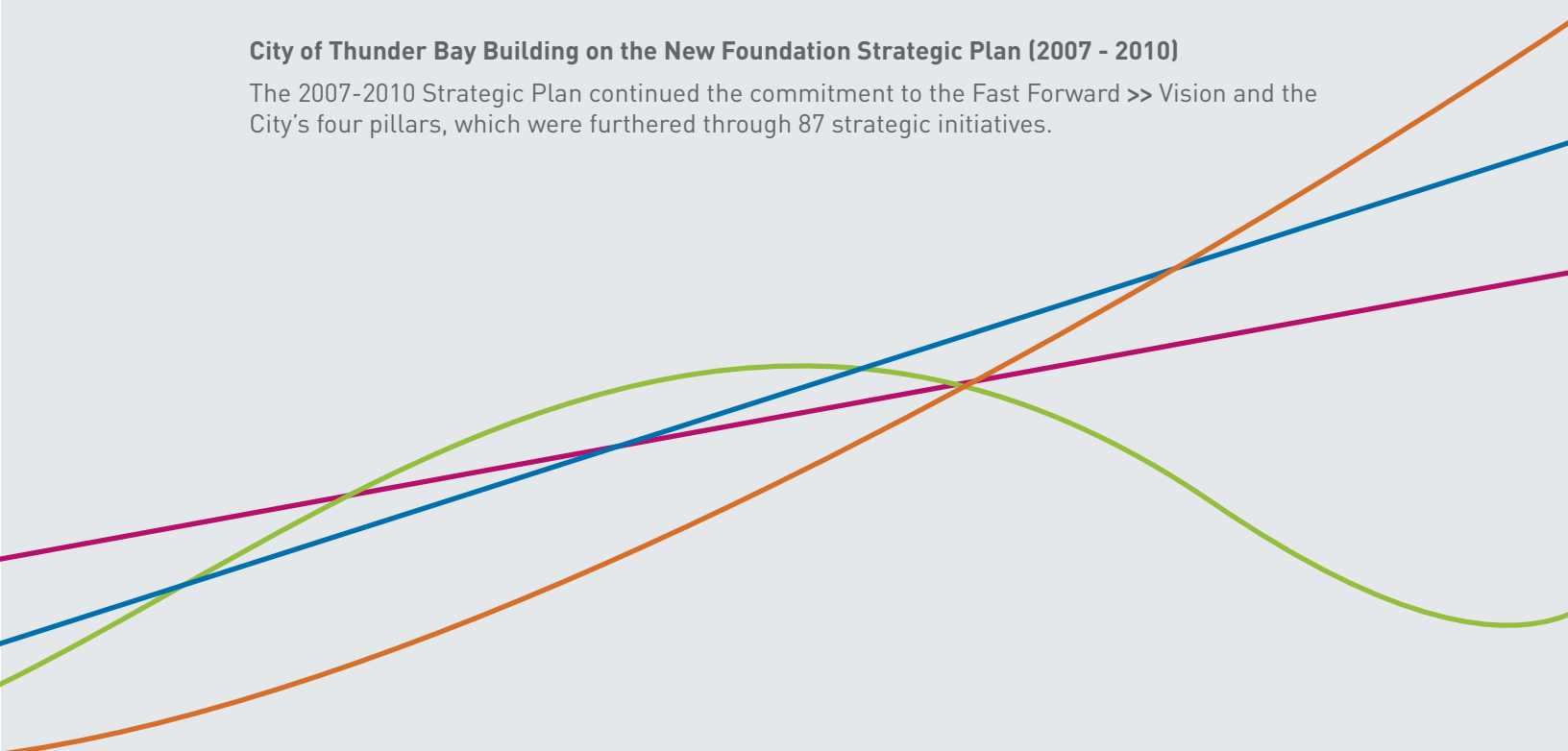
The 2004 - 2006 New Foundation Living Strategic Plan drew inspiration from the Fast Forward Vision and reinforced a commitment to many of its priorities. Four pillars, or areas of strategic direction, were identified:

- A stronger and more diversified economy
- A cleaner, greener, more beautiful and proud Thunder Bay
- A high quality of life
- One of the best-run Cities in Canada

Within these, 47 strategic initiatives were implemented to further the four pillars.

### City of Thunder Bay Building on the New Foundation Strategic Plan (2007 - 2010)

The 2007-2010 Strategic Plan continued the commitment to the Fast Forward >> Vision and the City's four pillars, which were furthered through 87 strategic initiatives.



# ECONOMY

## A Stronger and More Diversified Economy

### Strategic Policies and Plans

#### Strategic Action Plan - Thunder Bay Community Economic Development Commission (2010)

As a guiding document for the Community Economic Development Commission, the Strategic Action Plan, identifies areas of focus and builds in flexibility for emerging opportunities. Areas of focus include: Manufacturing, Mining, Forestry, Transportation, Energy and Green Energy, Health Sciences, Business Retention and Expansion (br+e), Digital Animation/Film/New Media/IT/Medical R&D/Software, Back Office, Small Business/Entrepreneur Centre, Immigration, Partnerships, Unforeseen Opportunities.

#### Renew Thunder Bay Five-Year Strategic Infrastructure Plan (2009)

The Renew Thunder Bay Plan is a five-year incremental capital plan to enhance our quality of life and grow our economy through targeted and highly leveraged strategic infrastructure investments. To be considered, projects must align with Council's Strategic priorities, provide economic growth/benefits, leverage Provincial/Federal funding, provide community synergies and promote community partnership opportunities, improve the quality of life on a City-wide basis, and be highly visible and broadly supported by the community.

#### Multi-purpose Event Centre (Ongoing)

A Phase 1 Feasibility Study and early stage public consultation were completed in 2009 and 2010 respectively. A Phase 2 Feasibility Study will be undertaken starting in 2011.

#### Community Partnership Policy (2005)

To govern the establishment of partnerships for major capital projects between community groups and the City, this Policy focuses on supporting projects that align with the Strategic Plan, that are open and accessible to all residents, and that have a business plan for long-term sustainability.

#### City of Thunder Bay Official Plan (2002)

The Thunder Bay Official Plan is the principal land use policy document that provides a framework to manage growth and guide development decisions through land use goals, objectives and policies. The Official Plan also recognizes the importance

of distinguishing the two downtown areas as focal points for business, entertainment, social and cultural pursuits.

#### Long-Term Tax Strategy (2008)

The Long-Term Tax Strategy provides a framework to look for opportunities over time to realign property tax ratios to achieve greater fairness and relative business competitiveness.

#### New Comprehensive Zoning By-Law (2011)

The City's new Zoning By-law is consistent with City Council's Strategic Plan, the City's Official Plan and Provincial legislation and policies. The new By-law features easy to read regulations and clear definitions that provide flexibility, a zoning framework that provides clear development parameters, mixed use regulations that promote vibrant commercial areas, residential regulations that make it easy to develop and redevelop, parking and drive-thru regulations that reflect industry standards, and landscaping requirements that promote the greening of City streets.

#### Tbaytel Strategic Plan

The Tbaytel Municipal Service Board's work is built around four core guiding principles that serve to ensure Tbaytel's continued growth, accountability, and performance in Northern Ontario: financial stability, employment creation, regional economic development, and technological innovation. The Municipal Service Board is a strong proponent of Tbaytel's vision, supporting marketplace advancement and enhancing its business reputation.

#### Thunder Bay Hydro Strategic Plan

Thunder Bay Hydro places strategic priority on three long term goals:

1. To ensure that the health and safety of our employees and the public is the utility's first priority;
2. To provide a reliable supply of electricity to the residents and businesses of Thunder Bay; and
3. To protect and grow the value of the utility to our shareholders.

The company has positioned itself to take advantage of changes in provincial legislation regarding renewable energy and is moving to develop non-distribution projects to provide future growth in revenue.

# LIFESTYLE

## A High Quality of Life

### Strategic Policies and Plans

#### **Aboriginal Liaison Action Plan (2010)**

A realization of the 2007-2010 Strategic Plan under the quality of life pillar, the Action Plan was developed around the City's roles as leader, partner, employer and service provider recognizing the valuable social, cultural and economic contributions Aboriginal people make to Thunder Bay.

#### **Accessibility Plan (Annual since 2003)**

The City of Thunder Bay develops an Annual Accessibility Plan with the input of people with disabilities through the Accessibility Advisory Committee. The Plan identifies barriers removed in the past and to be removed in the future.

#### **Age-Friendly Thunder Bay (2010)**

City Council has approved the City of Thunder Bay join the World Health Organization's Global Network of Age-Friendly Cities and support community efforts to develop a three-year action plan that will set out goals and strategies for achieving international Age-Friendly status.

#### **Thunder Bay Drug Strategy (2011)**

City Council has received the Drug Strategy, which was created with community input and draws on evidence-based leading drug policy approaches. Administration is reviewing the strategy with respect to the City's role in implementation. As well, a community partnership including the City is working to address the housing needs of people with substance use problems, starting with a community needs assessment.

#### **Community Safety and Crime Prevention Plan (in development)**

By fall 2011, Thunder Bay will have its first comprehensive and inclusive Community Safety and Crime Prevention Plan to be implemented with citizens. The Crime Prevention Council is presently working on a crime and disorder audit, which will lay the foundation for the plan.

#### **Culture Plan (2011)**

The Inspire Thunder Bay Culture Plan includes six strategic directions that seek to: promote culture within the community; identify existing and needed resources to foster cultural development and; integrate cultural considerations into aspects of the City's municipal processes.

#### **Fire Strategic Master Plan**

The Strategic Master Fire Plan is expected to be presented to City Council by late summer 2011.

#### **Overcoming Racism and Discrimination: A Plan for Action (2009)**

An Anti-Racism Advisory Committee has been formed to develop a plan of action to combat racism in Thunder Bay and create a more inclusive community.

#### **Recreation and Parks Master Plan (Draft - 2008)**

Among other recommendations, the analysis of facilities and demand across the city indicated that Thunder Bay has a large supply of community centre space that can be restructured and redeveloped as 'multi-purpose community hubs.'

#### **Superior North EMS Strategic Plan**

A five-year plan is being developed which will inform the provision of emergency medical services across the District of Thunder Bay. Extensive internal and external consultation is underway.

#### **Transit Master Plan (in development)**

Public consultation is underway to develop the City's Transit Master Plan. The Plan will include strategies which will guide the conventional transit service as well as door-to-door specialized transit service to seniors and those with disabilities.



# ENVIRONMENT

## A Cleaner, Greener, More Beautiful and Proud Thunder Bay

### Strategic Policies and Plans

#### Active Transportation Plan (2008)

The Thunder Bay Active Transportation Plan was created by the Active Transportation Advisory Committee to address the need for a long-term plan to guide the development of a commuter and recreational network in Thunder Bay. The Plan defines existing components of this network, provides recommendations for new infrastructure to improve the network, and sets design standards for new active transportation infrastructure. The Plan provides a framework by which new ideas for developing active transportation are reviewed and improved.

#### Clean Green and Beautiful Policy (2007)

Following on recommendations from the Mayor's Task Force on Civic Pride, City Council adopted a Corporate Policy to establish an Advisory Committee on Clean, Green and Beautiful initiatives. The purpose of the committee is to develop a common vision and long-term plan to enhance the function, look and feel of where we live, work and play through public art, beautification, heritage and environmental greening initiatives.

#### Tax Sale Vesting Policy (2008)

A Tax Sale Vesting Policy was approved and a Vested Property Rehabilitation Reserve Fund created as part of a strategy to improve the appearance of abandoned and neglected properties.

#### Thunder Bay Community Environmental Action Plan (2008)

Identified in the Environmental/Community Sustainability Policy (2005) as a priority, the Action Plan takes an integrated approach to promoting a more sustainable community, recognizing that environment, economy, society and culture are linked. The plan provides an interface for the Corporation of the City of Thunder Bay and the community at large, to work together on issues of sustainability. As a member of the Partners for Climate Protection program, Thunder Bay also has a commitment to reduce its greenhouse gas emissions.

#### Other Policies and Plans in Progress:

**Asset Management Plan for Parks (proposed)**

**Corporate Energy Management Plan**

**Graffiti Management Policy**

**Green Procurement Policy**

**Urban Design Guidelines and Image Route Plan**

**Urban Forestry Management Plan**

# GOVERNANCE

Recognized as a Best-run City

## Strategic Policies and Plans

### Asset Management Plan (2005)

The Asset Management Plan was developed using best management practices obtained from other municipalities, the Federation of Canadian Municipalities and National Research Canada. The plan includes a strategy for each asset recognizing that infrastructure in the City of Thunder Bay is ageing while demand grows for better roads, bridges, sidewalks, lights, signals and for improved sewer and water systems. This demand is in response to higher standards of safety, health, environmental protection, regulations and to some degree growth.

### Long-Term Financial Plan (Annual)

Each year, the City Treasurer updates the long-term financial plan, a comprehensive look at the financial direction the City of Thunder Bay is taking. The plan focuses on key financial issues including, amongst others, capital financing and debt policy, taxation levels, and long-range decisions for council.

### Multi-Year Corporate Review Process (Annual)

Since 2009, the City Manager has conducted annual corporate-wide cost savings reviews. A report was presented in November 2010 on a four-year Corporate Review Process (Report No. 2010.201) with a detailed implementation report to be presented to Council in First-Quarter 2011. The report proposes an annual net cost savings target of \$1.5 million for City departments. This initiative will be corporate-wide and is being led by the City Manager and General Manager of Finance and Corporate Services. The review process will involve a continuous improvement approach to identifying and implementing efficiencies and effectiveness. Council has also recently directed the City Manager to report back on opportunities to reduce City staffing levels through attrition.

### Water Authority Financial Plan (2010)

The Drinking Water System Financial Plan maintains our affordable water rates and moves towards:

- sustainability, in keeping with legislation that mandates drinking water system owners to prepare financial plans to raise adequate resources to provide safe drinking water today and into the future
- continuation of a rate structure that benefits those who conserve

Based on the cash flow projections developed in this financial plan, the Water Authority will be financially viable and will provide safe drinking water for both the short- and long-term.

# SUMMARY OF KEY TRENDS AND INDICATORS

A high-level strategic overview presented to City Council on January 10, 2011, identified key trends that need to be taken into account and tracked to minimize risks and maximize opportunities while maintaining the foundational approach that has proven successful so far.

## Participation Rate

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January 2011		
	Thunder Bay CMA	Ontario
Unemployment Rate	6.8%	8.1%
Employment Rate	59.0%	60.7%
Participation Rate	63.3%	66.1%

Table 5-1 Labour force characteristics by census metropolitan area (seasonally adjusted) — 3 month moving average ([www.statcan.gc.ca](http://www.statcan.gc.ca))

The participation rate (number of people in the work force) continues to grow, indicating that Thunder Bay Census Metropolitan Area (CMA) has not lost as many workers as expected after the demise of the forestry and related industries.

While difficult to point to specific reasons, the labour trends indicate that not as many people have left the city (i.e. left and came back after a short period); there is a new influx of jobs being created in mining and exploration in the region due to the high price of commodities, and construction-related jobs due to public sector infrastructure investments.

## Other Key Trends

*Source – Community Profile on Community Economic Development Commission Website:*

- Thunder Bay CMA population\* stagnant and expected to drop by 2% by 2015 (Statistics Canada Projections)

*\*Thunder Bay's CMA includes: Township of Conmee, First Nation Reserve Fort William 52, Township of Gillies, Municipality of Neebing, Township of O'Connor, Municipality of Oliver Paipoonge, Township of Shuniah, City of Thunder Bay*



*Source – Transitioning Thunder Bay to a Knowledge-Based Economy [www.nswpb.ca](http://www.nswpb.ca):*

- Aboriginal population continuing to grow with a large youth component (58% under 30) requiring new levels of services.
- Percentage of population over 65 was 16.5% of total population in 2006, or 2.9% above provincial average. The implications of a relatively older population is that the demand for health care services and other services required by an aging population will be relatively more acute in the City of Thunder Bay than in the rest of the Province.
- From 2002-2003 to 2008, Thunder Bay's economic output (Gross Domestic Product) increased a modest 0.9 percent compared to a 9.4 percent increase in Ontario.
- During the same period, employment declined 2.8 percent in Thunder Bay and increased 10.1 percent in Ontario.
- Revenue generated by the private sector declined 5.5 percent in Thunder Bay while rising 14.1 percent in Ontario.
- Between December 2003 and December 2008, the total number of business establishments within Thunder Bay declined from 6,911 to 6,385 – a decrease of 526 or 7.6 percent.
- The fact that Thunder Bay's median employment income increased 10.4 percent between 2001 and 2006 – slightly better than a 10.2 percent increase in Ontario – suggests that many of the jobs being created are contributing to higher wage levels (Absolute median income still lower than provincial average).
- Thunder Bay has also shown considerable improvement in educational attainment, with the proportion of persons with post-secondary credentials increasing in all but two occupations between 2001 and 2006 (still lower than provincial average).
- Businesses with five to nine employees showed the greatest increase in revenue per worker, increasing from \$97,242 in 2003 to \$183,714 in 2008. This substantial increase (productivity) in the five to nine employee firm size, may be a key contributor to helping lead Thunder Bay's future economic renewal.
- Total SME (small, medium size enterprises - owner operators to 199 employees) employment in the Thunder Bay District represents 60% of all employment, in contrast to the provincial rate of 67.9%. This data points to the Thunder Bay region's more limited entrepreneurial culture and greater dependence on larger employers.

*Source – North Superior Workforce Planning Board – Local labour Market Plan 2009-2012:*

- The under-representation of Aboriginal people in the workforce is a concern for the Thunder Bay District where the Aboriginal population grew by 17.6% between 2001 and 2006 to a total of 15,495 Aboriginal people. While unemployment rates dropped by 4.6% for Aboriginal persons in the Thunder Bay District in 2006, it was still substantially higher at 17.1% compared to 8.1% for non-Aboriginals. Employment rates were also lower at 48.6% against 58.5% for non-Aboriginals.

These key trends point to the need to work with community partners on strategies to grow our population, respond to the needs of the growing Aboriginal population and youth, become more age-friendly, further improve educational attainment and strengthen our entrepreneurial culture.

*Source – Ontario Municipal CAO's Benchmarking Initiative (OMBI), 2009*

- The City of Thunder Bay has the highest reported number of total (non-traffic) criminal code incidents per 100,000 population in the OMBI group.
- The City of Thunder Bay is the lowest in the OMBI group for the percentage of residential waste diverted from landfill at 30% when the median was 48%. Year over year results show a slight (2%) improvement for Thunder Bay from 28% in 2008. OMBI notes that municipalities that do not have an organics program tend to be under the 40% diversion rate.

These trends point to the importance of the Crime and Disorder Audit currently being undertaken by the Thunder Bay Crime Prevention Council to develop a Community Safety and Crime Prevention Plan and the need to develop programs and strategies to increase waste diversion and recycling.

## Taxes as a Percentage of Income

This section of the report provides a comparison of the availability of gross household income to fund municipal services on a typical household. This provides a measure of affordability within each community.

### Taxes as a Percentage of Income in Comparison with rest of Province (Source: BMA 2008)

	Thunder Bay	Survey Average	North Average
Property Taxes as a % of Household Income	4.2%	4.8%	5.0%
Water/Sewer + Taxes as a % of Household Income	5.2%	5.6%	5.9%

The BMA 2009 report illustrates a substantial change in affordability in the survey average since the 2008 report was released, indicating that Thunder Bay does not have an advantage in this area any longer.

	Thunder Bay	Survey Average	North Average
Property Taxes as a % of Household Income	4.1%	4.1%	4.2%
Water/Sewer + Taxes as a % of Household Income	5.0%	5.0%	5.2%

Key challenges lie in growing the tax base in a sustainable way. According to the BMA report (2009) the City meets many of the criteria required for attracting investments, but taxable assessment is lower than the provincial average. The average real taxable assessment growth has been around .5% for the last 10 years. This situation has led to relatively high residential, commercial and industrial tax rates (Corporate Report. 2009.042 - City of Thunder Bay Tax Policy Consideration, May 25, 2009), though services provided by the City are well received as indicated by citizen survey results below. If service levels are to be maintained there is a need to set targets and strategies to increase real taxable assessment to offset higher tax increases.

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## Infrastructure & Debt

Administration estimates the City of Thunder Bay has an annual \$15 million gap for tax-supported infrastructure such as roads. This points to the need to set targets and strategies to close the infrastructure gap.

Total outstanding debt at December 31, 2009, amounted to \$182.2 million, or 21% of total tangible capital assets. This represented a decrease in total debt of \$7.8 million over 2008. The balance of long-term debt outstanding peaked in 2007 and is projected to continue to decline (2009 City of Thunder Bay Annual Report).

## Citizen Survey

Key findings from the 2011 Citizen Satisfaction survey, conducted in February by Ipsos Reid, include:

- Thunder Bay residents rate the quality of life in the City very highly (87%) and overall satisfaction with City services remains high (86%)
- Residents continue to believe they receive fairly good value for their tax dollars (73%)
- Road maintenance continues to top the list as the City service most in need of improvement
- Priority areas for improvement are maintenance of streets, roadside maintenance, storm water drainage, recreation programs for youth and neighbourhood parks

While the results are positive, there is room to set targets for improved value for tax dollar ratings.

# CITY COUNCIL

## **City of Thunder Bay**

Mayor Keith Hobbs  
625-3600

## **Current River Ward**

Councillor Andrew Foulds  
766-9914

## **McIntyre Ward**

Councillor Trevor Giertuga  
683-8041

## **McKellar Ward**

Councillor Paul Pugh  
346-8485

## **Neebing Ward**

Councillor Linda Rydholm  
577-9260

## **Northwood Ward**

Councillor Mark Bentz  
577-8226

## **Red River Ward**

Councillor Brian McKinnon  
767-3945

## **Westfort Ward**

Councillor Joe Virdiramo  
625-5547

## **Councillor at Large**

Councillor Iain Angus  
474-0926

## **Councillor at Large**

Councillor Larry Hebert  
622-7938

## **Councillor at Large**

Councillor Rebecca Johnson  
577-2807

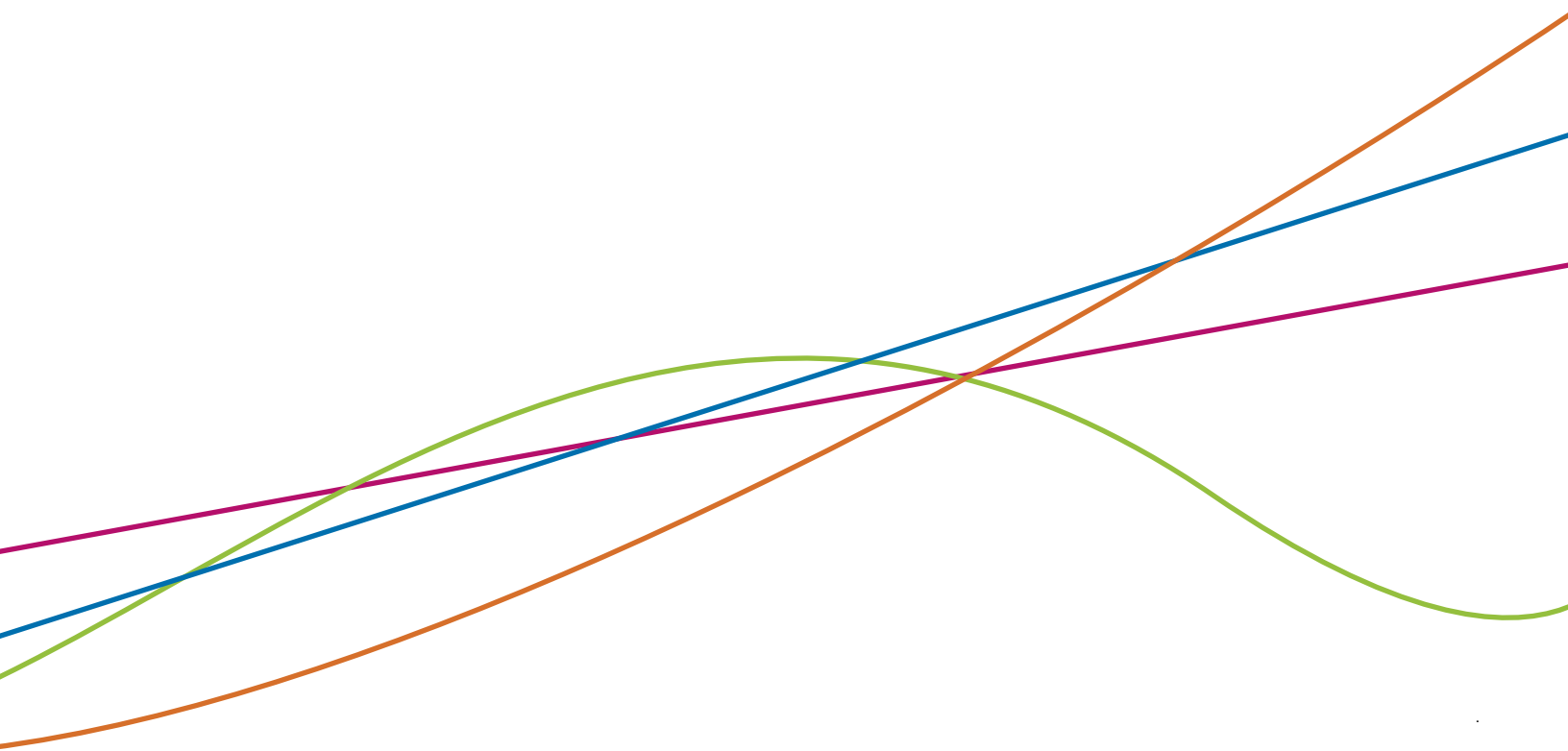
## **Councillor at Large**

Councillor Ken Boshcoff  
473-8228

## **Councillor at Large**

Councillor Aldo Ruberto  
768-8038





[www.thunderbay.ca](http://www.thunderbay.ca)

THE CITY OF THUNDER BAY  
CITY HALL, 2ND FLOOR  
500 DONALD STREET EAST  
P.O. BOX 800  
THUNDER BAY ON P7C 5K4

TEL: (807) 625-2224

