



2019-2022

Strategic Action Plan

Mission Possible: Agents of Change



Mission:

To Grow and Diversify our Economy

Vision:

To Become a World Leader in Economic Growth and Prosperity

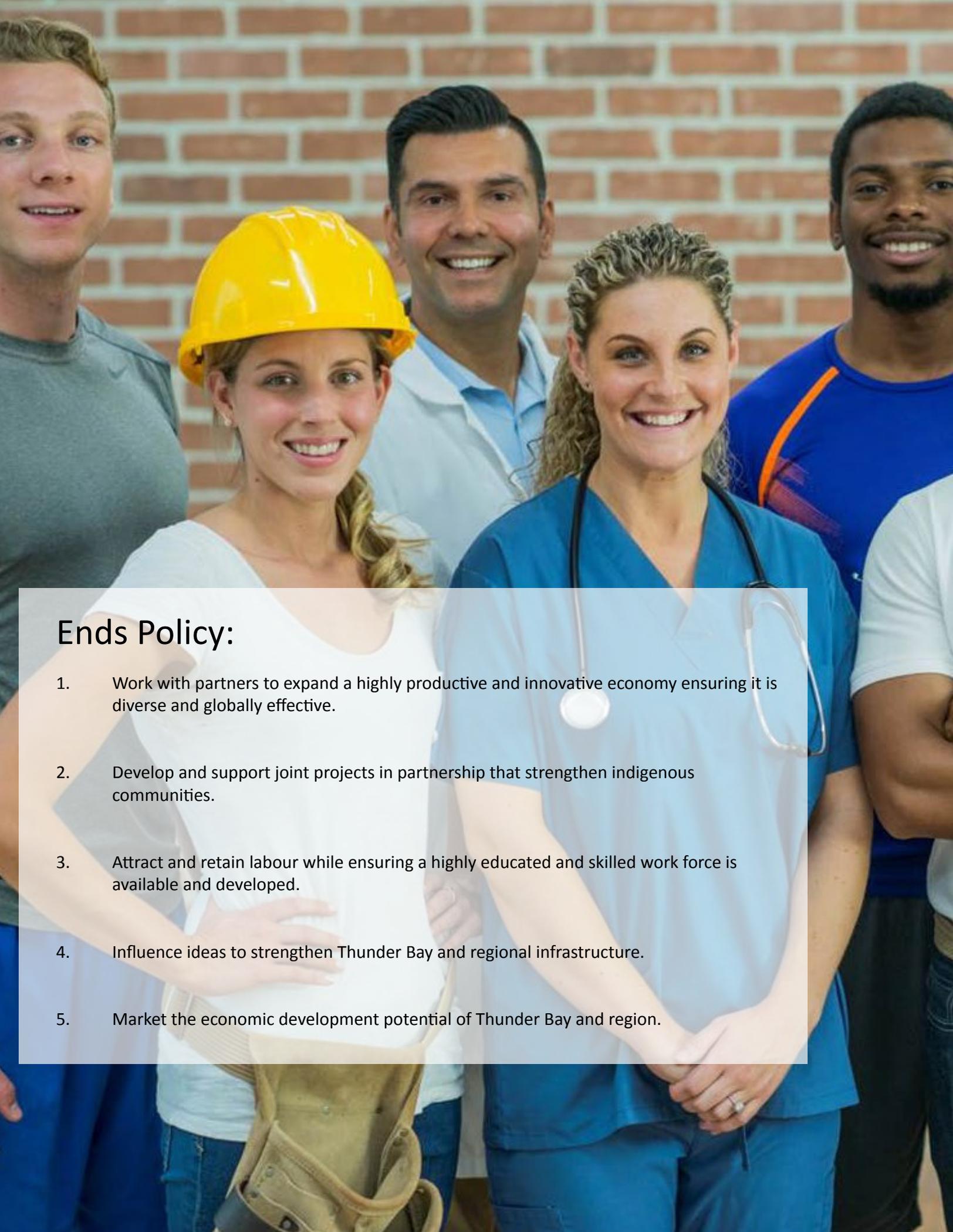
Mandate:

The CEDC is tasked to be the primary independent Economic Development Agency for the City of Thunder Bay.

Principle:

To operate in a way that is project based, business led, community supported and partner driven.





Ends Policy:

1. Work with partners to expand a highly productive and innovative economy ensuring it is diverse and globally effective.
2. Develop and support joint projects in partnership that strengthen indigenous communities.
3. Attract and retain labour while ensuring a highly educated and skilled work force is available and developed.
4. Influence ideas to strengthen Thunder Bay and regional infrastructure.
5. Market the economic development potential of Thunder Bay and region.



1. Work with partners to expand a highly productive and innovative economy ensuring it is diverse and globally effective.

- Cluster Development – Forestry, Aviation, Mining, Supply & Construction Services, Health Sciences & Services, Manufacturing Support
- Entrepreneur Centre:
 - o Study and Implement an International Start-up Zone / Soft Landing / Hub North expansion with NWOIC, College and University
 - o Co-Starter – Do at least once/year working with partners
 - o Continue some form of Starter Company with CEDC funds or Government of Ontario funds
 - o Explore with partners formation of a Food Hub (locate a space / hire intern / partner with originations to run) (food processing along with co-operative: dry storage; humid/cool storage; refrigeration storage; freezer storage; shipping facilities)
 - o Establish a formalized mentorship database (capture retiring knowledge to foster young entrepreneurs)
 - o Help realize a one-stop professional development site for entrepreneurs
 - o Work with funders to facilitate 'business sector tours' (i.e. farm tour)
 - o Continue our BRE and business succession planning



- SMART CITIES: With partners help develop a plan to understand the need and path forward for an economy that drives sustainability and inclusivity by using digital platforms. Examples such as tmforum or others will be examined to see which one Thunder Bay should follow. Through Smart Cities we will develop and promote a culture to explore both public and private sector use of smart technology such as AI, software, app's and others to solve issues with infrastructure, climate change, humanity issues and service delivery issues as examples. Our goal would be to develop, with partners, a comprehensive Smart City plan
- Working with Tourism partners to ensure that we leverage the Municipal Accommodation Tax (MAT) Funds to the best advantage of Thunder Bay.





Community Economic Development Initiative (CEDI): Working group visiting Resolute Forest Products Sawmill

2. Develop and support joint projects in partnership that strengthen indigenous communities.

Through:

- Fort William First Nation Industrial Lands
- Matawa Projects
- Nokiiwin Projects
- Resource Services Development
- Tourism Product Development
- Mining Supply and Services
- NWO Eco System



3. Attract and retain labour while ensuring a highly educated and skilled work force is available and developed.

- Health Sector Recruitment
- NPI (Northern Policy Institute) Matchmaker Project
- Build case for Provincial Nominee type program with partners
- Retain Confederation College / University Graduates by working with business community through co-op expansion and work experience and other opportunities
- Work with NSWPB (North Superior Workforce Planning Board), Confederation College, Skilled Trades, and OYAP (Ontario Youth Apprenticeship Program) to nurture supply
- Work with Mining, Forestry, Tourism, and Manufacturing industries one-on-one to determine demand
- Work to expand the use of the National Connector Program (NCP) in Thunder Bay.
- Work with the unions who may have their own school/programs for their trades to encourage students to pursue careers in the trades.



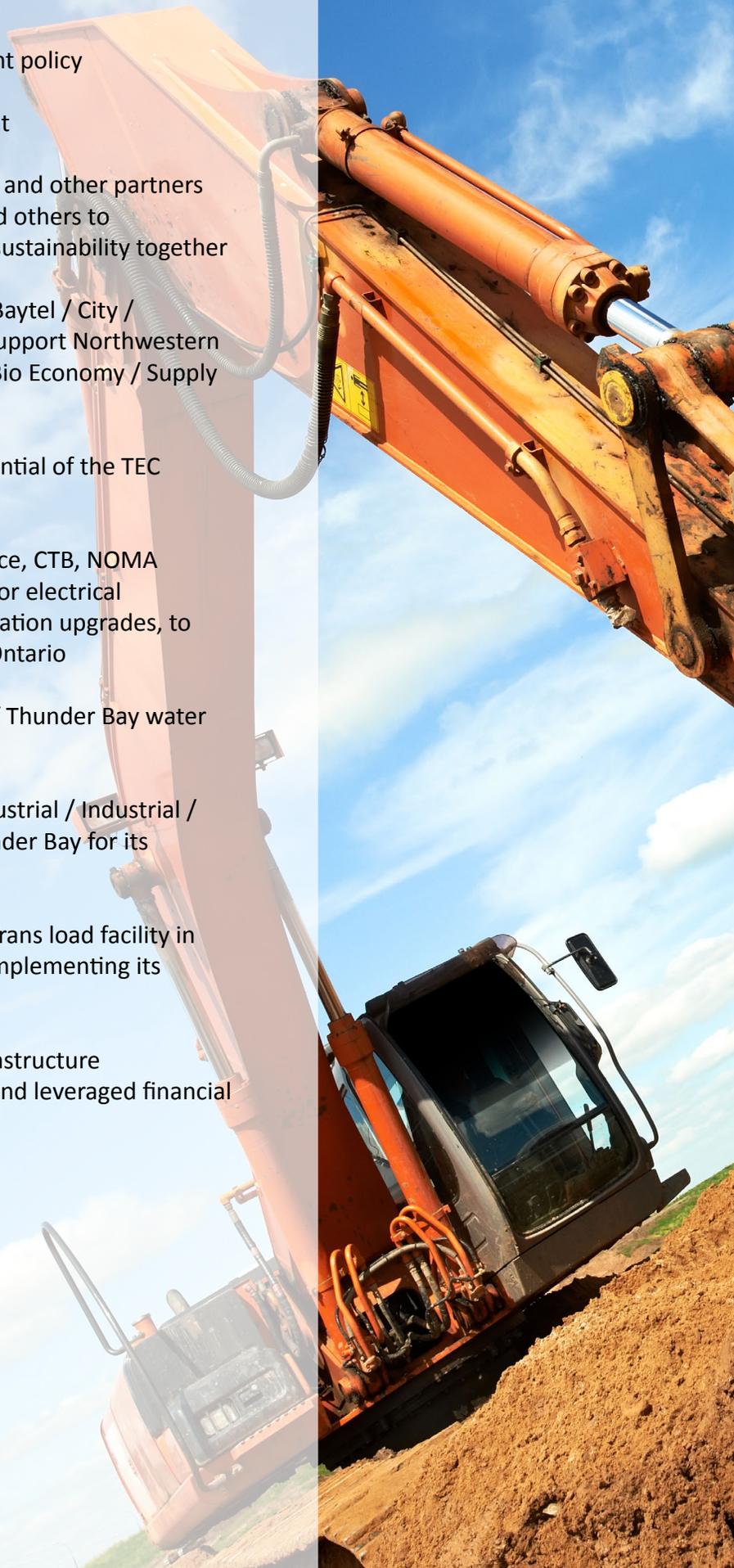


EMERGENCY URGENCE

FIRE LANE
UNATTENDED
VEHICLES
WILL BE TOWED
AT OWNERS
EXPENSE
PICK UP
DR

4. Influence ideas to strengthen Thunder Bay and regional infrastructure.

- Thunder Bay Brownfield redevelopment policy
- NWO Ontario ECO system development
- Climate Change – work with EarthCare and other partners on projects such as Central Heating and others to generate economic development and sustainability together
- Work with Port Authority / Airport / TBaytel / City / Chamber to expand infrastructure to support Northwestern Ontario growth in Mining / Forestry / Bio Economy / Supply Services / Tourism / Health
- Optimize the use and partnership potential of the TEC Building & CASE's Building
- Continue to work with Energy Task Force, CTB, NOMA regarding advocacy at Provincial level for electrical transmission and supply, and transportation upgrades, to address deficiencies in Northwestern Ontario
- Complete a study to maximize value of Thunder Bay water front lands to generate tax revenue.
- Complete a study to look at Heavy Industrial / Industrial / Commercial / Institutional land in Thunder Bay for its availability and uses
- Complete a study on an Intermodal / Trans load facility in the Thunder Bay CMA with a view to implementing its recommendations
- Identify gaps and support tourism infrastructure development through MAT resources and leveraged financial partnerships





5. Market the tourism and economic development potential of Thunder Bay and region.

- Careers
- Business Succession Planning
- Land and Opportunities
- Site Selector Campaign and Follow-up
- Work with International Partners such as India, Italy, China, etc.
- At select trade shows, conventions and symposia Nationally and Internationally
- Implementation of MAT tax and establishment of tourism investment committee to strategically advise
- Marketing and communications strategies to attract leisure, corporate, and sport visitors, extend length of stay and economic yield



- Implement Tourism Product development strategy
 - o Focus on small and medium enterprises start up and growth support
 - o Events development
 - o Sport and convention bid and hosting targets
 - o Cruise shipping development
 - o International travel trade
 - o Partnering in touring route development strategy
 - o Cycling tourism strategy-trails development
 - o Culinary tourism development
 - o Winter tourism development

- Extend per visitor economic impact and length of stay through wayfinding channels including visitor centre, signage, digital and print tools

- Develop a Sport Tourism investment plan

- Align with Destination Northern Ontario (DNO) and Destination Ontario (DO) and Destination Canada (DC) on market and product priorities

- Continue to develop relations with other Lake Superior basin partners





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