

# 2019-2022 Strategic Plan

## PROGRESS UPDATE

October 26, 2020, Committee of the Whole

*(Based on status at September 30, 2020)*

### **LEAD**

Provide civic leadership to advance mutual respect, equal opportunity and hope.

#### **1. Seek advice and work collaboratively with Indigenous partners to deepen relationships and further reconciliation.**

Status: Ongoing

Update:

- Implement relationship agreements with Indigenous partners to commence in early 2021.
- Work to guide & support City leadership and staff in advancing Indigenous Relations is ongoing.
- Work to recognize and honour Indigenous space and place to commence in 2021.

#### **2. Fulfill our commitments to Indigenous and racialized persons under the Thunder Bay Anti-Racism and Inclusion Accord.**

Status: Ongoing

Update:

- Proposal for a third-party, systemic review of corporate policies and procedures and other articles to address racism and barriers began development in September 2020.
- Facilitation of internal Implementation Working Group to identify City efforts to date and develop a short- and long-term anti-racism action plan began September 2020.
- Facilitate Resource Guide Working Group to support Accord Coalition efforts to begin October 2020.

#### **3. Collaborate with other institutions and partners in our city to articulate a shared vision.**

Status: Deferred

Update:

- On hold - work has not proceeded due to impacts of COVID-19.

#### **4. Provide opportunities for residents to express their civic pride.**

Status: Off target

Update:

- Implemented a 50th Anniversary Work Plan. Events included Jan. 1, 2020, Community Celebration - Breakfast with Lieutenant Governor and Skating Party. 50th theme incorporated into several online City events – Neighbour Day, Canada Day, Live on the Waterfront, and Doors Open. Planned schedule of additional events disrupted due to COVID-19.
- Proposal for a 50th Anniversary Legacy Thunder Bay sign at waterfront to be included in the 2021 budget for consideration.
- Civic pride underscored in Tourism promotional products developed during the pandemic including 2020 summer #tbaycation contest, and 'Here & Now' online video series.

#### **5. Further our commitments to sustainability and climate adaptation.**

Status: Ongoing

Update:

- Creation of a Community Energy and Emissions Plan began October 2019; citizen engagement completed and Plan development underway with anticipated completion early 2021.
- Work continues to implement actions in the Thunder Bay Climate Adaptation Strategy and engaging the community on climate risks and emergency preparedness through in-person and online platforms. Implementation of the Regional Public Works Commissioners of Ontario (RPWCO) Climate Resilience Roadmap for Municipal Infrastructure and Systems will begin in 2021 and continue until 2022.
- Implementation of remaining EarthCare Sustainability Plan actions underway. Work underway to update and renew the Plan to reflect changes since its 2014 inception. Community consultation and Plan update to be completed in 2021 and adoption of update in 2021/2022.

## **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.**

Status: Ongoing

Update:

- Independent Review of City Programs & Services - Phase 1 Report completed November 2019.
- Independent Review of City Programs & Services - Phase 2 Report completed June 2020.

- Council reviewed recommendations at a Special Committee of the Whole in September 2020 and has directed Administration to report back in December 2020. Investments required and estimated savings will be identified after Council establishes priorities.

**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.**

Status: Achieved

Update:

- A Public Engagement Plan was implemented in November 2019 for the Phase One Report including internal and external surveys by Grant Thornton, two public open houses at City Hall, and updates on [thunderbay.ca/GetInvolved](http://thunderbay.ca/GetInvolved) which saw page traffic of over 1,000 visits.
- A Public Engagement Plan was implemented April - July 2020 for the Phase Two Report including an online survey with 780 respondents, public comment period with 104 respondents, and webpage traffic of over 5,800 visits. In-person engagement was not possible due to COVID-19.
- Public comment reports were provided to Council in advance of the September 2020 Special Committee of the Whole Meeting.

**3. Review points of contact with customers to identify better ways of serving the public that are inclusive and easy to use.**

Status: Deferred

Update:

- EMT will develop a roadmap for this project in 2021, keeping in mind the observations in the Phase 2 Program and Service Review.

**4. Develop an open data platform to make it easier for interested users to engage with City data and create opportunities for engagement.**

Status: Achieved

Update:

- An Open Data Administrative Committee with approved terms of reference established in May 2019 and a prepared portal implementation roadmap completed by July 2019.
- Required technology implemented to build the portal and a governance framework developed including an Open Data Policy & Open Data Licence – completed June 2020.
- Initial data sets identified and prepared with 40 to be available at time of launch. Portal received Council approval in September 2020, and virtual launch set for early November 2020. Project at 90% completion.

## **GROW**

Focus on city building and social infrastructure to strengthen our economy, lifestyle and well being.

**1. Support and work with the Thunder Bay Community Economic Development Commission (CEDC) in the execution of its 2019-2022 Strategic Action Plan and immigration pilot. Advocate to provincial, federal and industry leaders on economic opportunities and key priorities including retention of manufacturing jobs.**

Status: Ongoing

Update:

- Rural and Northern Immigration Pilot will achieve approximately 60 of 100 placements of immigrants with local employers in year one. This is class leading in Canada.
- Municipal Accommodation Tax Fund commitments made in 2019/2020 totalling over \$1 million resulting in over \$10 million economic development in the City of Thunder Bay.
- Entrepreneur Centre directly responsible for assisting over 30 new start up companies in 2019/2020.
- Continued advocacy with Provincial and Federal Governments for manufacturing orders and long-term contracts.

**2. Create a new community safety and well-being plan including a neighbourhood strategy to build capacity and support improvements led at the neighbourhood level.**

Status: Ongoing

Update:

- Steering Committee and Working Group established in April 2019 and comprehensive community engagement both in person and online completed by March 2020.
- Working Group identifying and gathering local data on risk factors for crime and victimization to establish baselines for monitoring, anticipated completion October 2020.
- Develop of draft CSWB Plan to begin October 2020 with Plan completion expected September 2021.

**3. Develop key City infrastructure that builds capacity such as a new multi-use indoor sports facility, the first phase of the Waterfront Trail and a long-term plan for the replacement of Fort William Gardens (FWG).**

Status: Ongoing

Update:

- Multi-use indoor sports facility construction and amenities has been confirmed. Development of tender documents under way. Facility tender anticipated November 2020 with project completion fall 2022. Project completion at 10% of expenditures and 50% of timeline.

- Within Marina Park a 53m extension of the Waterfront trail was constructed as part of the Boater's Parking lot reconstruction and the alignment of approximately 120m has been designed in conjunction with the completion of the Art Gallery working drawings.
- Fort William Gardens structural review completed. Development underway of financing and renewal options for various remaining use timelines. Corporate Report set to go before Council 2nd Quarter, 2021. Project completion at 50%.

**4. 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.**

Status: Ongoing

Update:

- Isolation of the cultural campus as identified on the Phase 2 Waterfront Development Plan has been completed.
- Completion of the Record of Site Condition set for October 2020.
- Development of the remaining public lands surrounding the Art Gallery and the extension of Sleeping Giant Parkway to be completed 2022 - 2024. The project also includes a portion of the Phase 1 Waterfront Trail. Overall project completion at 40%.

**5. Work with the business community to develop and implement a zoning by-law and policies and procedures that facilitate business growth through increased ease of doing business.**

Status: Off target

Update:

- Although delayed due to a lack of resources, competing priorities, and the pandemic, the Comprehensive Zoning By-law Update began in 2019 and is well underway. Currently at 40% completion.
- The Strategic Core Area Community Improvement Plan (CIP) has been reviewed with the involvement of the CEDC, and with input from stakeholders. Revisions to introduce new financial assistance programs are underway. The CIP is currently at 20% completion.
- The new by-law and CIP will be presented to Council in 2021.

## **RENEW**

Focus on essential infrastructure, revitalize our cores and enhance our Image Routes.

**1. Develop the asset management plan to reflect sustainability goals and make it available in plain language.**

Status: Ongoing

Update:

- A new Strategic Asset Management Policy was adopted in July 2019.

- Phase 1 – Asset Management Plan for Core Assets is set for completion by July 2021, currently projected at 50% completion.
- Phase 2 – Complete Asset Management Plan for all other assets is set for completion July 2023.
- Phase 3 – An approved financing strategy to fund the Asset Management Plan at a defined level of service, to be established by Council and informed through public consultation, set for completion July 2024.

**2. Revitalize the downtown cores in partnership with stakeholders, with a special focus on strategic investments such as addressing the future of Victoriaville and initiatives that further community safety and well being.**

Status: Ongoing

Update:

- The Re-Imagine Victoriaville Options Analysis report is 100% complete. It is intended that Council will make a decision on the future of Victoriaville in October 2020. If demolition is selected by Council, design will occur in 2021-2023. The expected benefits include downtown Fort William renewal and increased safety and perception of safety in the neighbourhood.
- In 2021, the Crime Prevention Council will establish a planning team with relevant stakeholders - including the BIAs, service providers, and City and law enforcement. Models will be explored similar to the Downtown Yonge BIA's Safe and Inclusive Streets Strategy. A suitable strategy will be identified for Thunder Bay.
- See GROW, Strategic Action 5.

**3. Rehabilitate Boulevard Lake Dam to improve the City's response to severe rain events, reducing risk of flooding and damage to critical infrastructure; improve accessibility and active transportation facilities; and enhance cultural/heritage features of the dam to improve the quality of life of our citizens.**

Status: Ongoing

Update:

- Municipal Class Environmental Assessment completed and required permitting obtained.
- Project Design and Tender Project at 90% completion.
- Dam rehabilitation at 40% completion. Project to be completed by November 2021.
- Overall project at 50% completion.

**4. Focus our beautification efforts to make significant progress on implementing the Image Route Plan.**

Status: Ongoing

Update:

- Waverley Park Lookout – completion of outstanding work including planting to be completed fall/spring 2020 and interpretive signage completed winter/spring 2021.
- Wayfinding Downtown Cores Phase – Wayfinding signage design and fabrication underway in 2020, to be produced fall 2020 – spring 2021, and installed summer/fall 2021.
- Waterfront Streetscape Plan Study begins Fall 2020 including consultation, concept generation, pilot projects, and tender ready Streetscape Plan for the Waterfront District with focus on Red River Road from Algoma to Water Street. Phase 1 - fall 2020 Phase 2 - fall/spring 2021 Phase 3 - spring/summer 2021 Phase 4 - summer/fall 2021

**5. Promote, both inside and outside Thunder Bay, our many attractions, parks, facilities, services and innovative product development to encourage use.**

Status: Ongoing

Update:

- Software product identified for consideration to better showcase City parks and facilities through a digital format. Product evaluation underway in winter 2020.
- Implement the selected technology to showcase City Parks and facilities following selection.
- Tourism's 'Here & Now' online promotional video series began airing fall 2020. A map booklet showcasing tourism attractions, operators and business is now available to visitors through hotels, visitor centres, and tourism businesses. Promotion of Thunder Bay is ongoing through storytelling by professional writers and filmmakers and partnerships with regional, provincial, federal and other municipal Destination Marketing Organizations including Destination Northern Ontario, Destination Ontario and Destination Canada.