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# 2018 Progress Update and Final Report

## 2015-2018 Corporate Strategic Plan

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As of August 31, 2018



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## VISION STATEMENT

Thunder Bay: Healthy, Vibrant, Connected, Strong

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## MISSION STATEMENT

Quality services and community leadership

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## PRINCIPLES

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 and Accessible Neighbourhoods
- Cultural Diversity, Respect and Inclusiveness
- Economic, Environmental and Social Responsibility
- Fiscal Accountability and Sustainability

PEOPLE ARE AT THE CENTRE OF OUR SERVICES AND PROGRAMS.

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## INTRODUCTION 2018: Final Report

The Becoming our Best 2015-2018 Corporate Strategic Plan is a living strategic plan. This document provides an update on progress to August 31, 2018, and is the final report on the 2015-2018 Strategic Plan.

Progress – often substantial – has been made on all 21 Goals of the 2015 – 2018 Strategic Plan. It is important to note that items that were not resourced due to budget constraints and that did not proceed in the life of this strategic plan are shown as deferred (blue symbol 🟡) or off target (yellow symbol 🟠). Other than these items, implementation of the 2015-2018 Strategic Plan proceeded largely as planned.

## INDICATORS OF SUCCESS

LEGEND: — UNCHANGED/NEUTRAL TREND

↑ POSITIVE TREND\*

↓ NEGATIVE TREND

### LIFESTYLE: A HIGH QUALITY OF LIFE

| Indicator  | Figure   | Frequency | Source   | Trend |
|--|--|-----------|--|-------|
| % of residents who rate overall Quality of Life in Thunder Bay as very good or good<br>Target: >90%<br>Results accurate +/- 4.3 percentage points 19 times out of 20             | 87% (2017)<br>89% (2015)<br>92% (2013)<br>87% (2011)   | 2 years   | Citizen Satisfaction Survey  | —     |
| % of residents who strongly agree or somewhat agree they feel Thunder Bay is a relatively safe city<br>Target: >70%  | 66% (2017)<br>70% (2015)<br>70% (2013)<br>68% (2011)   | 2 years   | Citizen Satisfaction Survey  | —     |
| % of residents who have been a victim of crime or had a member of their household be a victim of crime in the last year<br>Target: <20%<br>-lower percentage is a positive trend | 15% (2017)<br>15% (2015)<br>20% (2013)<br>27% (2011)   | 2 years   | Citizen Satisfaction Survey  | ↑     |
| Reported number of total (non-traffic) criminal code incidents per 100,000 population (in thousands)<br>Target: decrease each year<br>-lower number is a positive trend          | 7,231 (2017)<br>7,474 (2016)<br>7,299 (2015)<br>7,692 (2014)<br>6,595 (2013)<br>7,175 (2012)<br>8,408 (2011) | Annual    | OMBI Report  | ↑     |
| % of population that has a somewhat strong or very strong sense of belonging to their community (for Thunder Bay District)<br>Target: >75%                                       | 74.3% (2015/16)<br>73.8% (2014)<br>74.4% (2013)<br>70.0% (2012)  | Annual    | Stats Canada CANSIM<br>table 105-0501 (Yrs 2012-14)<br>table 13-10-0113-01 (2015/16) | ↑     |
| % of young adults (20 – 34) that have a somewhat strong or very strong sense of belonging to their community (for Thunder Bay District)<br>Target: >70%                          | 61.7% (2015/16)<br>64.2% (2014)<br>66.2% (2013)<br>64.2% (2012)  | Annual    | Stats Canada CANSIM<br>table 105-0501 (Yrs 2012-14)<br>table 13-10-0113-01 (2015/16) | ↓     |

|  |  |          |                                  |   |
|--|--|----------|----------------------------------|---|
| Vacancy rate for private apartments (apartments with at least three units in Thunder Bay CMA, measured in October)   | 3.3% (2017)<br>5.0% (2016)<br>4.6% (2015)<br>2.3% (2014)<br>2.6% (2013)<br>1.1% (2012) | Annual   | CMHC Housing Market Outlook      | — |
| Number of community and school gardens<br>Target: >30  | 51 (2017)<br>49 (2016)<br>34 (2015)<br>32 (2014)<br>30 (2013)<br>18 (2012)             | Annual   | EarthCare Annual Report          | ↑ |
| Number of unique individuals accessing emergency shelters in the District of Thunder Bay<br>(Numbers restated from previous reports, provided by TBDSSAB with local knowledge of clients/data) from HIFIS – Homeless Individuals & Families Information System.<br>-lower number is a positive trend | 1,210 (2017-18)<br>1,240 (2016-17)<br>1,123 (2015/16)<br>1,109 (2014/15)               | Annual   | As reported by TBDSSAB           | ↓ |
| Number of Homeless People Interviewed, during a 24-hour period.<br>Note: Data Collected Jan. 16–17, 2016 and April 21–22, 2018. Caution should be taken in interpreting results due to change in timeframe.<br>-higher number is a negative trend<br>*Subject to funding                             | 474 (2018)<br>289 (2016)   | 2 Years* | Point in Time Homelessness Count | ↓ |

### ENVIRONMENT: A CLEANER, GREENER, MORE BEAUTIFUL & PROUD THUNDER BAY

| Indicator   | Figure   | Frequency | Source                  | Trend |
|---|--|-----------|-------------------------|-------|
| Total corporate greenhouse gas emissions (tonnes eCO <sub>2</sub> )<br>Target: 20% reduction below 2009 levels by 2020 (2% per year reduction)<br>-lower number is a positive trend | 22,634 (2017)<br>22,931 (2016)<br>28,540 (2015)<br>30,078 (2014)<br>29,174 (2013)<br>29,868 (2009) | Annual    | EarthCare Annual Report | —     |
| Total annual corporate fuel consumption (million litres)<br>Target: reduce or maintain each year<br>-lower number is a positive trend   | 4.192 (2017)<br>4.210 (2016)<br>4.216 (2015)<br>4.280 (2014)<br>4.197 (2013)<br>4.047 (2009)       | Annual    | EarthCare Annual Report | —     |

|   |  |        |                         |   |
|---|--|--------|-------------------------|---|
| Percentage of residential solid waste diverted from the landfill<br>Target: increase by 2% each year  | 26% (2017)<br>24% (2016)<br>24% (2015)<br>22% (2014)<br>20% (2013)                         | Annual | EarthCare Annual Report | ↑ |
| Litres of treated water per capita per day (residential & ICI sectors)<br>Target: reduction in water use<br>*lower number is a positive trend               | 351 (2017)<br>361 (2016)<br>389 (2015)<br>352 (2014)<br>347 (2013)<br>369 (2012)           | Annual | EarthCare Annual Report | ↑ |
| Number of trees planted annually vs. removals<br>Target: increase each year<br>*Removals have increased as trees are being tracked in more property classes | - 375 (2017)<br>- 1,320 (2016)<br>- 416 (2015)*<br>212 (2014)<br>192 (2013)<br>118 (2012)  | Annual | EarthCare Annual Report | ↑ |
| Number of transit rider trips per capita<br>Target: increase each year  | 35.02 (2017)<br>33.8 (2016)<br>30.33 (2015)<br>34.66 (2014)<br>33.39 (2013)<br>33.61(2012) | Annual | EarthCare Annual Report | - |
| kms of bike lanes and shared lanes<br>Target: increase each year  | 44.0 (2017)<br>37.6 (2016)<br>36.5 (2015)<br>33.6 (2014)<br>31.7 (2013)<br>29.8 (2012)     | Annual | EarthCare Annual Report | ↑ |
| kms of paved multipurpose trails and sidewalks<br>Target: increase each year  | 56 (2017)<br>55 (2016)<br>51 (2015)<br>49 (2014)<br>47 (2013)<br>46 (2012)                 | Annual | EarthCare Annual Report | ↑ |

## ECONOMY: A PROSPEROUS & MORE DIVERSIFIED ECONOMY

| Indicator  | Figure  | Frequency | Source              | Trend |
|--|---|-----------|---------------------|-------|
| Number of direct jobs created with assistance from CEDC  | 100 (2017)<br>151 (2016)<br>91 (2015)<br>107 (2014)<br>109 (2013)<br>161 (2012)               | Annual    | CEDC                | -     |
| Total CEDC client consultations  | 1,085 (2017)<br>814 (2016)<br>914 (2015)<br>841 (2014)  | Annual    | CEDC                | ↑     |
| Total CEDC business development outreach activities  | 351 (2017)<br>356 (2016)<br>340 (2015)<br>460 (2014)  | Annual    | CEDC                | -     |
| Assessment growth: percentage of increase in business property tax assessment from new construction activity<br>-Includes commercial & industrial taxable and payment in lieu properties | -0.66% (2017)<br>-0.24% (2016)<br>3.98% (2015)<br>2.19%(2014)<br>2.81% (2013)<br>2.16% (2012) | Annual    | CTB - Revenue       | ↓     |
| Building construction activity - values (million)  | \$143 (2017)<br>\$94 (2016)<br>\$157 (2015)<br>\$103 (2014)<br>\$211 (2013)<br>\$216 (2012)   | Annual    | Report to Community | ↑     |
| Building construction activity - number of permits   | 1,081 (2017)<br>1,168 (2016)<br>1,307 (2015)<br>1,214 (2014)<br>1,444 (2013)<br>1,384 (2012)  | Annual    | Report to Community | ↓     |

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|--|--|--------|--|---|
| Number of US travelers entering Canada at Pigeon River<br>Target: increase each year   | N/A (2017)<br>88,293 (2016)<br>81,817 (2015)<br>76,134 (2014)<br>78,697 (2013)                               | Annual | CTB - Tourism                          | ↑ |
| Number of festivals (including those assisted through Tourism Thunder Bay and Recreation & Culture)  | 40 (2017)<br>41 (2016)<br>38 (2015)<br>35 (2014)<br>28 (2013)  | Annual | CTB - Tourism and Recreation & Culture | - |
| Number of major sport tourism events (including those assisted through Tourism Thunder Bay and Recreation & Culture)                           | 16 (2017)<br>14 (2016)<br>14 (2015)<br>16 (2014)<br>16 (2013)<br>11 (2012)                                   | Annual | CTB - Tourism and Recreation & Culture | - |
| Number of tourism industry clients (events, attractions, retail & culinary) assisted through Tourism Thunder Bay<br>Target: increase each year | 137 (2017)<br>132 (2016)<br>125 (2015)<br>32 (2014)<br>27 (2013)<br>26 (2012)                                | Annual | CTB - Tourism                          | ↑ |
| Average hotel occupancy rate<br>*Room inventory in City increased over previous year: 8% in 2014; 12% in 2015; 6% in 2016                      | 73.0% (2017)<br>70.3% (2016)*<br>65.7% (2015)<br>67.1% (2014)<br>70.4% (2013)<br>70.6% (2012)                | Annual | CTB - Tourism                          | ↑ |
| Average hotel revenue per room   | \$116.06 (2017)<br>\$111.08 (2016)<br>\$108.03 (2015)<br>\$102.87 (2014)<br>\$99.26 (2013)<br>\$98.44 (2012) | Annual | CTB - Tourism                          | ↑ |

|   |   |        |                  |   |
|---|---|--------|------------------|---|
| Visitor Centre visitation<br>Target: >70,000  | 62,643 (2017)<br>64,061 (2016)<br>55,702 (2015)<br>66,251 (2014)<br>58,788 (2013)<br>64,278 (2012)                  | Annual | CTB -<br>Tourism | - |
| Number of new residential dwelling units<br>created   | 269 (2017)<br>175 (2016)<br>222 (2015)<br>249 (2014)<br>205 (2013)<br>246 (2012)<br>355 (2011)                      | Annual | OMBI Report      | ↑ |
| Unemployment rate for Thunder Bay (CMA)<br>-lower percentage is a positive trend<br><br>(data from July each year)                | 5.0% (2018)<br>5.3% (2017)<br>6.8% (2016)<br>5.0% (2015)<br>5.3% (2014)<br>6.0% (2013)<br>5.4% (2012)               | Annual | Stats Canada     | ↑ |
| Seasonally adjusted labour force participation<br>rate (3 month moving average for Thunder<br>Bay CMA; data from March each year) | 63.3 (2018)<br>61.2 (2017)<br>62.6% (2016)<br>60.7% (2015)<br>61.8% (2014)<br>63.2% (2013)                          | Annual | Stats Canada     | - |
| Net tax-supported capital budget (in millions)  | \$16.4 (2018)<br>\$16.0 (2017)<br>\$15.9 (2016)<br>\$20.4 (2015)<br>\$23.3 (2014)<br>\$21.1 (2013)<br>\$18.0 (2012) | Annual | CTB -<br>Finance | ↑ |



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|--|---|--------|-----|---|
| Property taxes as a % of household income in Thunder Bay (vs. Provincial Average) for cities with >100,000 population<br>-lower percentage is a positive trend | 4.0% - TB, 3.8% Prov (2017)<br>3.7% - TB, 3.6% Prov (2016)<br>3.9% - TB, 3.7% Prov (2015)<br>4.2% -TB, 3.8%- Prov (2014)<br>4.3% -TB, 3.7% - Prov(2013)<br>5.0% -TB, 4.7% - Prov.(2012) | Annual | BMA | - |
|--|---|--------|-----|---|

**GOVERNANCE: RECOGNIZED AS A BEST-RUN CITY**

| Indicator   | Figure   | Frequency | Source                      | Trend |
|---|--|-----------|-----------------------------|-------|
| % of residents who believe they receive fairly good value for their tax dollars (very or fairly good).<br>Target: >75%  | 69% (2017)<br>78% (2015)<br>75% (2013)<br>73% (2011)             | 2 years   | Citizen Satisfaction Survey | ↓     |
| % of Thunder Bay residents who rate overall satisfaction with City services high (somewhat and very satisfied)<br>Target: >90%  | 85% (2017)<br>87% (2015)<br>89% (2013)<br>86% (2011)             | 2 years   | Citizen Satisfaction Survey | -     |
| Annual infrastructure deficit: tax-supported analyzed categories (in millions)<br>Note: Updates to the Asset Management Plan have an impact on the infrastructure deficit as new categories were added in 2014 & 2016.  | \$23.9 (2017)<br>\$27.6 (2016)<br>\$17.2 (2014)<br>\$15.5 (2013) | 2-5 years | CTB - Finance               | -     |
| Annual infrastructure deficit: rate-supported analyzed categories (in millions)<br>Long term financial plans are in place to fund the full cost of operating and maintaining the Water, Wastewater and Solid Waste systems.<br>-higher number is a negative trend | \$14.0 (2017)<br>\$10.4 (2016)<br>\$7.1 (2014)<br>\$6.1 (2013)   | 2-5 years | CTB - Finance               | ↓     |

|  |  |         |                      |   |
|--|--|---------|----------------------|---|
| Overall condition index rating for roads (OCI) calculated from the IRI (international roughness index) which measures roughness and the SCI (surface condition index) which measures defects.<br>*restated: software providing improved accuracy   | 7.51 (2015)<br>7.55 (2010)*<br>7.46 (2005)*<br>7.49 (2000)*  | 5 years | CTB - Roads          | - |
| Lost time injury frequency rate (LTIF)<br>Target: reduce or maintain each year<br>No longer using this measure.<br>Research indicates that monitoring leading indicators are a better predictor of the success of a safety program rather than using lagging indicators such as LTI and LITF statistics. 2018 Targets are leading indicators (100% response rate for Safety Talks and 10 completed Hazard Assessments by the end of 2018). | 6.10% (2015)<br>4.20% (2014)<br>4.89% (2013)<br>4.54% (2012)   | Annual  | CTB- Health & Safety |   |
| Percentage of lost time hours (LTH)<br>Target: reduce or maintain each year<br>No longer using this measure  | 0.54% (2015)<br>0.35% (2014)<br>0.67% (2013)<br>0.92% (2012)   | Annual  | CTB- Health & Safety |   |
| Credit rating for “Long Term Issuer Credit” and “Senior Unsecured Debt Rating”<br>Target: AA-/Stable or positive   | AA/Stable (2018)<br>AA/Stable (2017)<br>AA-/Positive (2016)<br>AA-/Positive (2015)<br>AA-/Stable (2014)<br>AA-/Stable (2013)<br>A+/Stable (2012) | Annual  | Standard & Poor’s    | ↑ |
| Corporate debt service ratio (including Tbaytel)<br>Target: Maximum 10% per Debt Strategy  | 5.2% (2017)<br>5.7% (2016)<br>5.6% (2015)<br>5.5% (2014)<br>6.1% (2013)<br>5.7% (2012)   | Annual  | CTB - Finance        | - |




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|---|--|--------|--------------------------------|---|
| Debt to reserve ratio<br>Target: 1.0<br>*higher number is a negative trend<br>(2017 BMA reports 2016 stats, 2018 BMA not yet available)   | 2.0 (2016)<br>1.8 (2015)<br>1.7 (2014)<br>1.5 (2013)<br>1.3 (2012)<br>1.4 (2011)   | Annual | BMA                            | ↓ |
| Visits to Thunder Bay website<br>(average per day)<br>Target: >5,000<br>*figures recorded by tracking system are not comparable to all other figures listed due to a change in the tracking software from 2016 - 2017 | 2018 (New Website July-Aug) 6,073<br>N/A (2017)*<br>4,902 (2016)<br>4,789 (2015)<br>4,538 (2014)<br>4,395 (2013)<br>3,762 (2012) | Annual | CTB - Corporate Communications | ↑ |
| Total Facebook page likes (City's official page)<br>Target: >4,000  | 10,159 (End of August 2018)<br>9,189 (2017)<br>6,767 (2016)<br>4,448 (2015)<br>3,743 (2014)<br>1,321 (2013)                      | Annual | CTB – Corporate Communications | ↑ |
| Total sign-up to PingStreet mobile app  | 3,965 (End of August 2018)<br>3,407 (2017)<br>2,414 (2016)   | Annual | CTB – Corporate Communications | ↑ |




**OTHER KEY CITY DATA: (SOURCE: CTB – FINANCE)**





|   |  |
|---|--|
| Percentage total municipal tax levy increase (before growth)                      | 3.13% (2018)<br>3.59% (2017)<br>4.04% (2016)<br>3.83% (2015)<br>3.02% (2014)<br>2.60% (2013) |
| Percentage municipal tax levy increase for existing tax payers (net after growth) | 2.42% (2018)<br>3.13% (2017)<br>2.10% (2016)<br>3.18% (2015)<br>1.69% (2014)<br>1.88% (2013) |


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| Approved full-time equivalent (FTE) of City staff complement<br>*2016 reflects closure of two Long Term Care Homes | 1,713.9 (2018)<br>1,702.4 (2017)<br>1,764.1 (2016)<br>2,010.3 (2015)<br>2,008.1 (2014)<br>1,994.9 (2013)<br>1,953.2 (2012) |
| City staff participants in leadership focused training   | 16 (2017)<br>30 (2016)<br>30 (2015)<br>10 (2014)<br>19 (2013)<br>17 (2012)<br>23 (2011)                                    |

## LIFESTYLE: A HIGH QUALITY OF LIFE


| <b>GOAL 1: Unified city of strong, active, vibrant neighbourhoods</b> |  | <b>Status</b>  |
|---|--|--|
| <b>1.1</b>  | <p><b>Build civic pride through proactive community engagement of citizens and business</b></p> <p>The Civic Pride Plan was presented to Council at Committee of the Whole on Nov. 28, 2016 and approved. In 2016, the focus was on connecting existing initiatives, umbrella campaign development, and visiting friends &amp; relatives' invitation. In April 2017, the umbrella "I Choose TBay" campaign was launched. In 2018, the Memorable Moments working group did work in preparation for the 50th anniversary of the City of Thunder Bay.</p>   | <br><b>Ongoing</b>    |
| <b>1.2</b>  | <p><b>Build neighbourhood capacity</b></p> <p>Resources are being allocated to neighbourhoods on an as-needed and as-available basis. Currently resources are being provided to Limbrick through the Kinsmen Youth Centre and the Simpson-Ogden neighbourhood through Evergreen a United Neighbourhood. After much discussion, and given budget constraint, a full neighbourhood hub strategy was not practical during the life of this strategic plan. We have focused on securing funds for the Youth Inclusion Program (with success) and will be providing supports, services and opportunities to prioritized/higher risk neighbourhoods over the next five years.</p>  | <br><b>Ongoing</b>    |
| <b>1.3</b>  | <p><b>Celebrate key anniversaries that are a significant source of civic pride</b></p> <p>Report R133/2018 as presented to Committee of the Whole on Sept. 24, 2018 resulted in approval for a new special purpose committee to support planning and implementation of activities, programs and events in celebration of the 50th Anniversary of the City of Thunder Bay. The Memorable Moments working group will form this committee.</p> <p>Under Canada 150, the City was successful in applications for City of Thunder Bay projects and other eligible community-based projects. Funding application to NOHFC Strategic Economic Infrastructure Program was successful; \$1.0M in funding is supporting the completion of the Record of Site Condition, the extension of Sleeping Giant Parkway along with the relocation of services to support the development of the Art Gallery on the Cultural Campus lands and the extension of waterfront trails.</p> | <br><b>Achieved</b> |

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|  | <p>FedNor funding received and applied to needs assessment exercise for the Centennial Botanical Conservatory nursery greenhouse. Funding was received from Celebrate Canada fund towards Canada 150 Canada Day Celebrations.</p> <p>The 100th Anniversary of First World War Committee was supported in the implementation of its plan including the City of the Poppy brochure and banners, book launched on Nov. 2, 2018, film launched Nov. 4, 2018, and legacy project plan launched to the public on Nov. 4, 2018.</p>  |  |
| <b>GOAL 2: Safe, welcoming and inclusive</b> |   |  |
| <b>2.1</b>                                   | <p><b>Address the risk factors of crime and disorder and increase perceptions of safety</b></p> <p>Significant activities were undertaken to further community safety and well-being. The report Snapshot In Time: Risk Factors, Protective Factors and Trends of Crime in Thunder Bay was finalized and accepted by City Council in September 2016. Safer Thunder Bay Community Safety &amp; Well-being Strategy was accepted as the Crime Prevention Council's new strategic plan by City Council in January 2017. Deliverables identified annually per the Implementation Plan for Safer Thunder Bay Community Safety &amp; Well-being Strategy have been implemented and reported annually. For 2018, the report will be presented in early 2019.</p> | <p><br/><b>Ongoing</b></p>    |
| <b>2.2</b>                                   | <p><b>Invest in emergency services that protect all residents of Thunder Bay</b></p> <p>Emergency services including Thunder Bay Police Service, Fire Rescue Service and Superior North EMS were supported annually for ongoing implementation of their business plans.</p>   | <p><br/><b>Achieved</b></p> |
| <b>2.3</b>                                   | <p><b>Reduce the harm caused by substance use</b></p> <p>Deliverables identified annually per the Implementation Plan for the Thunder Bay Drug Strategy have been implemented and reported annually. For 2018, the Report will be presented in early 2019. A renewed Drug Strategy was presented to Council in October 2017.</p>  | <p><br/><b>Ongoing</b></p>  |




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| 2.4  | <p><b>Attract workers, families, students, including immigrants, to choose Thunder Bay and Northwestern Ontario as places for long-term residence</b></p> <p>A specific focus was made to support students relocating to Thunder Bay and increase and better coordinate the City’s participation in orientation activities.</p> <p>Support was provided to update the Northwestern Ontario Immigration Portal for launch in November 2018. Some of the latest action plan items included: Employer Menu and Content additions; Enhanced Francophone section and Video Testimonials; Enhanced Mobile Responsive Technology; Redesign of the Communities section.</p> | <br><b>Ongoing</b>   |
| 2.5  | <p><b>Encourage respect and make racism and discrimination unacceptable</b></p> <p>The respect initiative was furthered through an updated action plan implemented in part by a Respect Intern supported by the Northern Ontario Heritage Fund Corporation.</p> <p>The Work Plan of the Anti-Racism &amp; Respect Advisory Committee was implemented with annual updates to Council including the launch of Incident Reporting on June 27, 2018 and a report on its first year of service presented at Committee of the Whole on July 13, 2018.</p>   | <br><b>Ongoing</b>   |
| <b>GOAL 3: Proud of its diversity and unique culture</b> |   |   |
| 3.1  | <p><b>Recognize the diversity in our community</b></p> <p>As part of the renewed respect work plan, annual respect awards were presented to Diana Atkinson in 2016, Farhan Yousef in 2017 and Benjamin Murray in 2018.</p> <p>Active employees now trained in respect = 1260, or 53%. The Corporation now offers Employee Conduct sessions that include three modules: Respect, Code of Conduct and Preventing Workplace Harassment &amp; Discrimination. Sessions are scheduled until the end of 2018 and are also part of corporate orientation.</p>  | <br><b>Ongoing</b> |
| 3.2  | <p><b>Recognize the contributions of Aboriginal peoples</b></p> <p>The Aboriginal Liaison Strategy renewal (2017-2020) was completed in June 2017 and implementation is ongoing. Active employees trained in Walk a Mile = 711, or 30%.</p>   | <br><b>Ongoing</b> |


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| <p><b>3.3</b></p> | <p><b>Celebrate arts and heritage as a key contributor to quality of life in Thunder Bay</b></p> <p>The Inspire Thunder Bay Culture Plan was implemented including a moving showcase of local art – Art Bus, "Exploring Our Routes" event at the Friendship Gardens/Conservatory and Food Frenzy in 2015. Food Frenzy attracted 350 youth who participated in a variety of activities and discovered local food processes.</p> <p>This event won best youth initiative from Festival &amp; Events Ontario. A Culture Portal - thetrunk.org was launched in September 2016. An urban plaza/parkette at Algoma-Red River was designed in collaboration with Northwestern Ontario Society of Architects and key stakeholders – implementation is pending funding. Note: while most aspects of this strategic objective are achieved, development incentives for rehabilitation of heritage buildings is delayed and no progress has been made due to limited resources.</p> | <p><br/><b>Achieved</b></p> |
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**GOAL 4: Place to live with appropriate housing for all**

|                   |  |  |
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| <p><b>4.1</b></p> | <p><b>Explore opportunities for the municipality to facilitate more housing along the continuum</b></p> <p>Activities were undertaken in support of the District of Thunder Bay Social Services Administration Board implementation of Under One Roof: A Housing and Homelessness Plan and the Thunder Bay Drug Strategy Accommodation Needs Analysis. The City, through the Thunder Bay Drug Strategy, supported: Point In Time Homelessness Count in January 2016; a focus on Housing First in 2017; the Homelessness Count in April 2018; and Thunder Bay Indigenous Friendship Centre Housing First training on Coordinated Access in March 2018. Support for the development of a Coordinated Access to Housing Group for Thunder Bay is ongoing.</p> <p>A range of municipal best practices were embedded into the City of Thunder Bay’s new Official Plan. It includes guiding principles and policies that support affordable housing. The Plan sets a target of 20% for affordable housing within new residential development, and allows for garden suites and second units. The regulatory framework, such as zoning and by-laws to support these policies, will be updated in 2019-2020.</p> | <p><br/><b>Ongoing</b></p> |
|-------------------|--|--|









| <b>GOAL 5: Free from the effects of poverty</b>                            |  |   |
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| <b>5.1</b>   | <p><b>Support the shared agenda for change and goals developed through Thunder Bay Counts</b></p> <p>The shared agenda for change and goals developed through Thunder Bay Counts was supported.</p>  | <br><b>Achieved</b>  |
| <b>5.2</b>   | <p><b>Advocate for programs and funding from other orders of government to improve access to services for individuals facing poverty, mental health challenges and addictions</b></p> <p>The Inter-governmental Affairs Committee advocates annually on a range of related issues at both the Ontario Good Roads Association and Association of Municipalities of Ontario conferences.</p> <p>Annual support to Lakehead Social Planning Council for the community-based Poverty Reduction Strategy.</p>   | <br><b>Achieved</b>  |
| <b>GOAL 6: Leader in accessible recreation and services for all people</b> |  |   |
| <b>6.1</b>   | <p><b>Invest in new and revitalized recreational facilities and affordable, accessible programs and services that meet the needs of people of all ages in their neighbourhoods</b></p> <p>The Recreation and Facilities Master Plan was presented to Committee of the Whole on Jan. 16, 2017 and approved by Council. The plan included a review of user feedback which one anticipates to be phased in over the next few years. Deliverables budgeted for in 2017/2018 are complete. Expanded services followed exploration of feasibility of 55+ Centre on South Side and Youth Centre(s) throughout the city.</p> <p>For seniors, programs are offered at West Arthur and North McIntyre Community Centres based on funding received for these locations as Senior Active Living Centres through the Ministry of Tourism, Culture and Sport. Demand for older adult programming at these locations continues to grow. Work will continue to address program options for economically disadvantaged older adults. Senior programs are also being offered throughout the community to target a larger population of seniors at a variety of locations to address transportation and affordability issues.</p> | <br><b>Ongoing</b> |



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|                   | <p>For youth, the Kinsmen Youth Site was opened in 2016. Additional youth programming is being provided at the Mary JL Black Library, Castlegreen Community Centre, Evergreen – Minnesota Park, John Jumbo Community Centre, Marina Park, and the Academy District Social Services Administration Board location. A North End splash pad was constructed spring/summer of 2017. A Northwood Park planning exercise is beginning in fall 2018 with splash pad design planned for tender in 2019. Re-evaluation of splash pad sites has been requested by Council, report pending Q4 2018 or early 2019.</p> <p>Support for P.R.O. Kids continued with 2017 Annual P.R.O. Kids Report completed Q2 2018 and distributed Q4 2018.</p> <p>A checklist was developed for the Child Care Section to ensure that all decisions made by this Section follow the Children’s Charter. We apply the Senior’s Charter lens in decision making for the Older Adults Section. Implementation of the Youth Services Strategy (full program as approved by Council) is ongoing. Completed milestones yearly as per approved Youth Services Strategy approved plan and available budget - goals are reported in Lifestyle Goal 6.1.</p> <p>Continued work with community partners to support neighbourhood based enhancements to recreational facilities and programs (e.g. Boys &amp; Girls Clubs, Evergreen a United Neighborhood). Funding provided to youth organizations through the Community, Youth &amp; Cultural Funding Program. Included in operating budget to provide funding to community partners for each of years 2015 - 2018, to support neighbourhood based enhancements to recreational facilities and programs.</p> |  |
| <p><b>6.2</b></p> | <p><b>Improve City services and programs to enhance the quality of life of seniors and participation in City events and programs, and work with our partners to support Thunder Bay residents to age well and live with dignity</b></p> <p>The Age Friendly City Services Action Plan was completed and approved by Committee of the Whole on June 22, 2015. The five-year plan addresses the needs of older adults, and to provide opportunities for older adults to live in a safe environment and to participate in activities of their choice. Annual Summary of Highlights was presented to Committee of the Whole on June 26, 2017. Implementation is ongoing.</p> <p>The City Supported the Age Friendly Thunder Bay Steering Committee (through Lakehead Social Planning Council) in its successful application for an Age Friendly Planning Grant of \$50,000 from the Ontario Seniors' Secretariat for development of a community-wide Plan by March 2017.</p>  | <p style="text-align: center;"> <br/> <b>Ongoing</b> </p> |

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|     | <p>Pioneer Ridge Long Term Care &amp; Senior Services implemented several best practice guidelines to benefit residents, families and staff. Designation as a “Best Practice Spotlight Organization” has been received. Three Best Practice guidelines were implemented, 28 staff trained as Best Practice champions, three staff attended the Best Practice summer institute, two staff attended Wound Care Institute and a team of nurses were successfully granted an advanced clinical practice fellowship focusing on improving end-of-life care. This journey was successful due to the hard work and commitment of our front line staff, support from the Registered Nurses Association of Ontario, the City of Thunder Bay and the Pioneer Ridge Management Team who made evidence-based practice a priority.</p> |  |
| 6.3 | <p><b>Invest in preventing and removing physical and attitudinal barriers to accessibility</b></p> <p>Implementation continues on the Multi-Year Accessibility Plan. Annual projects completed and a progress report was presented to Committee of the Whole in May 2017.</p>   | <p><br/><b>Achieved</b></p> |

**ENVIRONMENT: A CLEANER, GREENER, MORE BEAUTIFUL & PROUD THUNDER BAY**


| <b>GOAL 7: Clean and beautiful streets and spaces</b> |   | <b>Status</b>   |
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| 7.1   | <p><b>Give priority to integration of complete streets guidelines on key corridors</b></p> <p>In keeping with Image Route Guidelines, Algoma streetscape improvements were completed, a tree planting program initiated, and Arthur Street improvements and Red River Road designs are underway. Through Clean Green &amp; Beautiful initiative, annual litter reduction program has been undertaken in partnership with EcoSuperior.</p> <p>A draft Transportation Master Plan to plan for future needs and align in keeping with ‘complete streets’ has been developed including consultation. The Plan is being reviewed and will be presented to Council early in 2019.</p> | <p><br/><b>Ongoing</b></p> |


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| 7.2 | <p><b>Provide developers with design guidelines to improve the quality of the built environment</b></p> <p>Design guidelines have been developed and are available; however, the application of Urban Design Guidelines (UDG) is proving complex and challenging. A report on this issue is planned to be presented to Council in 2019</p>  | <br><b>Off target</b>   |
| 7.3 | <p><b>Recognize the private sector for building projects that improve the built environment</b></p> <p>Annual Clean Green &amp; Beautiful Awards were presented in 2015 &amp; 2016. In 2017 the awards program was reviewed and in 2018/2019 the Committee is partnering with the Chamber of Commerce to reach a broader business audience.</p>   | <br><b>Achieved</b>     |
| 7.4 | <p><b>Invest in anti-litter program, campaign and community clean-ups</b></p> <p>Don't be Trashy campaign launched April 6, 2016 and renewed each spring. Support EcoSuperior for annual Spring Up to Clean Up.</p>   | <br><b>Achieved</b>     |
| 7.5 | <p><b>Invest in programs to beautify facades and private properties in designated areas</b></p> <p>Community Improvement programs replaced former Façade Improvement program. A Community Improvement Plan providing for various development incentives was presented in 2016 and financial assistance programs implemented in 2017 and 2018. However, a "Façade Improvement Program" was not among the programs recommended. Council approved funding in the 2017 operating budget for a Façade Improvement program administered by Victoria Avenue Business Improvement Area (BIA).</p> | <br><b>Off target</b> |
| 7.6 | <p><b>Invest in beautification of public areas</b></p> <p>In keeping with the City's commitment to Clean Green &amp; Beautiful, a target was set to enhance landscaping at one existing City facility per year. 2015: Churchill Pool landscaping improvement. 2017: EMS Brown Street was completed. Volunteer Pool did not proceed due to required budget reductions and none are budgeted in 2018. However, the 2018 operating budget was increased to support the ongoing maintenance of 16 additional in-ground waste receptacles at transit stops.</p>                                | <br><b>Off target</b> |

| <b>GOAL 8: Leader in climate change adaptation</b> |  |  |
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| 8.1  | <p><b>Plan for climate resilient infrastructure and services</b></p> <p>All deliverables completed for milestone three of Climate Adaptation Strategy through EarthCare Sustainability Plan. The Full Strategy for Climate Adaptation was approved by Council on Dec. 7, 2015. Best practice and information have been shared with regional groups, and steps have been taken to advocate for increased funding. Work continues on taking climate change into consideration in emergency planning and policy reviews. Education and evaluation of potential impacts on municipal infrastructure are ongoing. The second annual report on Climate Adaptation was presented to City Council in November 2018. The City of Thunder Bay received the Building Adaptive &amp; Resilient Communities Milestone four award in 2018 for implementing the Climate Adaptation Strategy.</p>  | <br><b>Achieved</b> |
| 8.2  | <p><b>Reduce greenhouse gas [GHG] emissions, energy and fuel consumption within the Corporation of the City of Thunder Bay</b></p> <p>A target was set to conduct up to two energy audits, complete up to two energy awareness workshops for City employees, report annually on energy intensity or use per sq/m in municipal facilities and work with EarthCare to provide data for annual consumption and Green House Gas (GHG) reporting for inclusion in Annual Report for each of years 2015 - 2018.</p> <p>In 2017, an energy audit was completed on Current River Arena. The 2018 energy audit is currently being conducted on the Canada Games Complex. Two CONSERVE energy awareness training workshops are scheduled for September 2018. The 2017 Corporate Energy Management Update was presented to City Council in November 2017 and the 2018 update will be presented to City Council in December 2018.</p> <p>For the corporate fleet, new and emerging alternative fuel sources have been investigated. We still continue to pilot one propane vehicle with EMS.</p> <p>A review of Compressed Natural Gas fuel options for transit buses and waste packers found the Return on Investment to be poor. Reviewing additional options for electric powered buses in 2016/2017. Hybrid options reviewed for light truck fleet; however, not currently available for the vehicle types required. Committed to be part of planned pilot project for Hybrid Trucks in 2018/2019; however, the project was cancelled due to</p> | <br><b>Achieved</b> |

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|  | <p>lack of funding. Work continues toward right sizing fleet and, where it makes sense to do so, incorporating fully electric light vehicles into the fleet. Report on bus electrification to come in Q2, 2019.</p> <p>While our work with the Canadian Urban Transit Research and Innovation Consortium (CUTRIC) continues, at this time the research and data do not support electrification of transit buses in Thunder Bay as a viable option. The Corporation continues to be a member of CUTRIC and as technology improves fleet will continue to research electrification options for Transit.</p> |  |
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**GOAL 9: Greener with protected and enhanced natural areas**


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| <p><b>9.1</b></p> | <p><b>Improve surface water management and educate and assist residents and business on protecting their new and existing properties from flooding</b></p> <p>City Council approved the Stormwater Management Plan in principle in June 2016. Work is proceeding on the financing strategy followed by consideration of the required staffing and organizational structure. Public education has proceeded through Earthcare. Low Impact Design (LID) education and training sessions for designers, contractors and the public were held in November 2016.</p> <p>Far exceeding the target of five, 16 LID facilities have been installed to date throughout the City to improve drainage, treat stormwater prior to discharge into waterways, and to improve walkability and beautification of the areas.</p> <p>A corporate Report on the Residential Drainage Assistance Program was presented to Council on Dec. 7, 2015.</p> | <p><br/>Ongoing</p> |
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| <p><b>9.2</b></p> | <p><b>Protect, preserve, enhance and expand the City's public forest resources</b></p> <p>An update on implementation of the Urban Forestry Management Plan was provided February 1, 2016. The Forestry group has implemented arborist qualification as well as a leadhand to improve the specialized skills of the team. The Emerald Ash Borer (EAB) management plan has been the main focus of the Forestry group since fall of 2016. Many of the elements are consistent with the urban forestry management plan, including increased tree planting and trimming programs, which are beginning to be implemented as part of EAB plan.</p> | <p><br/>Ongoing</p> |
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| <p><b>9.3</b></p> | <p><b>Encourage waste reduction</b></p> <p>Council approved the Solid Waste Management Strategy Financial Plan in June 2016. The City sits at a 27% waste diversion rate as of the end of 2017 (most recent stats available). The City’s waste diversion rate has increased 4% since the 2014 level and 7% since the 2013 level (we expect the positive trend to continue to increase). The City has buried 13% less waste at the landfill site since the 2014 level.</p> | <p><br/><b>Ongoing</b></p> |
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**GOAL 10: Better connected by integrated mobility choices**

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| <p><b>10.1</b></p> | <p><b>Continue to develop a better transit system to improve the customer experience and increase ridership</b></p> <p>Due to financial constraints and competing priorities, efforts to move forward elements of the Transit Master Plan including a new centrally located bus transfer facility and increase revenue service hours by 29% in 2018 (over 2014) and introduction of an Electronic Fare Management System have been deferred. They remain unfunded operating or long-term capital improvement items.</p> <p>Alternatively, a route optimization study is underway to identify potential transit service improvements, including a review of passenger infrastructure requirements at major transfer points across the city. That study is scheduled to be completed tentatively in Q2 2019. An Electronic Fare Management System Needs Assessment and Technological Recommendations study is currently underway to prepare this action to a project-ready status upon confirmation of a funding source.</p> | <p><br/><b>Off target</b></p> |
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| <p><b>10.2</b></p> | <p><b>Provide and maintain a transportation system that offers competitive choices for moving people to reduce single occupancy vehicle trips</b></p> <p>Implementation continues on the Active Transportation Plan. Installed: 2.8 kms of bike lanes, 2.25 kms of paved shoulders, 1 km of active living corridors, and 1.6 kms of multi-use trails; bringing Thunder Bay's on-road Active Transportation network to a total of 56.7 kilometres. Averaging out cyclist counts at all bike lane locations for which there is traffic count data shows a 100% increase in usage. The draft updated Transportation Master Plan recognizes all mobility choices. Progress is reported in Environment Strategic Objective 7.1.</p> | <p><br/><b>Ongoing</b></p> |
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| <p><b>10.3</b></p> | <p><b>Expand the quality of the pedestrian environment in order to improve the city's walkability and connectivity</b></p> <p>In conjunction with the Transportation Master Plan, a new, updated Active Transportation Plan has been created which includes a plan for improved pedestrian mobility, including priority corridors and design accommodations. This Plan will be presented early in 2019.</p> <p>The Waterfront Trail Improvement Plan was approved by Council in December 2016. No funding sources have yet been identified for a Waterfront Trail.</p> <p>Funding options will continue to be explored annually to implement the plan for the benefit of residents and visitors. A key connection point between Fisherman's Park and Prince Arthur's Landing is in the planning/design process. The section of trail from the south end of the marina boat launch lot will be designed/constructed as part of the Art Gallery development site. The related wayfinding exercise is currently in progress with report to council planned for Q4 2018.</p> | <p style="text-align: center;"><br/><b>Ongoing</b></p> |
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**ECONOMY: A PROSPEROUS & MORE DIVERSIFIED ECONOMY**

| <b>GOAL 11: Diversified with friendly business environment</b> |   | <b>Status</b>  |
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| <p><b>11.1</b></p>   | <p><b>Invest in the Thunder Bay Community Economic Development Commission (CEDC)</b></p> <p>CEDC was supported to implement its 2014-2017 Strategic Action Plan and its seven focus areas:</p> <ul style="list-style-type: none"> <li>- Business Retention and Expansion</li> <li>- Innovative Manufacturing</li> <li>- Thunder Bay Training and Educational Community</li> <li>- Logistics and Supply Hub</li> <li>- Entrepreneurship</li> <li>- Mining Readiness Strategy</li> <li>- Social Enterprise, Information and Communication Technologies, Regional Food and Film</li> </ul> <p>Quarterly reports were presented to Council describing actions on attracting manufacturing, work with local companies, and a list of Northern Ontario Heritage Fund Corporation applications that the CEDC</p> | <p style="text-align: center;"><br/><b>Achieved</b></p> |








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|  | <p>assisted with. Review and discussions are ongoing regarding funding model relative to emerging strategies.</p> <p>SHIFT president (at time of appointment) now on CEDC board and is Vice Chair. GO TO THUNDER BAY targets young professionals moving to Thunder Bay. CEDC did support the intern at the Young Professionals Network. Next step is to improve Thunder Bay Reconnect. CEDC was the lead sponsor of the SHIFT NOVA awards of the best under 40. Next step working with SHIFT is a training program for succession planning to help them buy local businesses. Funded Connector Program with Northern Policy Institute, Ontario Centre for Workforce Planning Board, North Superior Workforce Planning Board, Thunder Bay Chamber of Commerce and Réseau de développement économique et d'employabilité Ontario.</p> <p>Updates given to Council on quarterly basis for Food, Film, Tourism, Social Enterprises. CEDC did fund \$30,000 to the Food Strategy Coordinator position which helped leverage money for the marketing study. CEDC sits on committee. Funded Thunder Bay film producers to develop strategic plan. Funded same group to go to September 2016 Toronto International Film Festival which helped them attract full length movie to Thunder Bay. Funded PARO Centre's Social Enterprises for Northern Ontario program and CEDC sits on selection committee.</p> <p>Through STARTER Company and STARTER Company PLUS started up 93 businesses with a number of these businesses being in this category. Partially funded Wilderness North to go on European trip to promote Thunder Bay and areas north to travel/tour consultants in Europe.</p> <p>GO TO THUNDER BAY heavily points to the transportation and service links of Thunder Bay and as we start pushing this out to our targeted sectors that will be high on the plus list of why to choose Thunder Bay. CEDC worked with McKeill Marine to reopen Lakehead Marine for ship repairs, a piece of our transportation infrastructure. Continue to promote Thunder Bay as a hub especially around air transportation, aircraft servicing and shipments north. These are reported to Council on a quarterly basis.</p> |  |
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**GOAL 12: Revitalized downtowns and business areas**

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| <p><b>12.1</b></p> | <p><b>Develop and invest in programs to build capacity in Thunder Bay's distinct neighbourhoods</b></p> <p>There have been insufficient resources to create a multi-year neighbourhood strategy for sustainable growth at the neighbourhood level.</p> | <p><br/><b>Deferred</b></p> |
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|             | <p>The Property Standards By-law appears to be serving us well. A new Taxi By-law was approved by Council. It's appropriateness and effectiveness is being monitored and Administration will report back in 2019. A new Sign By-law has been drafted and will be presented to Council early in 2019 following further stakeholder consultation.</p> <p>Reviews have resulted in changes to by-laws, not the development of an action plan.</p>  |   |
| <b>12.2</b> | <p><b>Invest in revitalizing the downtown cores</b></p> <p>There have been insufficient resources to move a downtown strategy, downtown office or neighbourhood strategy during the life of this plan. However, other support for downtown development has been ongoing.</p> <p>A Community Improvement Plan providing for various development incentives was presented in 2016. Financial Assistance Programs were implemented in 2017 and 2018.</p> <p>As well, a Wayfinding Plan was presented to Committee of the Whole on Dec. 12, 2016 and approved by City Council. Related to this urban directional signage will be implemented in the downtown cores in 2019 with support from the Mainstreet Revitalization Grant.</p> <p>The South Core Public Safety Task Force continues to implement recommendations of the South Core Public Safety Audit. In January 2016, lighting improvements (new LED lights) were made to three alleyways in the South Core; in Q3 of 2018 lighting improvements were made to a fourth alleyway.</p> <p>First quarterly report presented April 25, 2016. South Core Public Safety Task Force is wrapping up its term/mandate. 80% of the audit report recommendations have been fully implemented. 11/14 recommendations are implemented. Two will be complete by end of 2018. One is being planned for 2019.</p> | <p>⋮</p> <p><b>Deferred<br/>And<br/>→<br/>Ongoing</b></p> |
| <b>12.3</b> | <p><b>Invest in revitalizing vacant and underutilized industrial areas</b></p> <p>New Strategic Core Areas Community Improvement Plan presented in 2016. Currently collaborating with CEDC to have a commercial and industrial land supply study prepared. Due to limited resources and competing priorities advancement has been delayed.</p>  | <p>⋮</p> <p><b>Deferred</b></p>                           |





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| 12.4   | <p><b>Promote culture as a catalyst for economic development</b></p> <p>Implementation of the Inspire Thunder Bay Culture Plan continued.</p>   | <p></p> <p><b>Achieved<br/>Reported in<br/>Lifestyle<br/>Goal 3</b></p> |
| <p><b>GOAL 13: Premier visitor destination</b></p>           |   |  |
| 13.1   | <p><b>Develop new tourism destination attractions and products</b></p> <p>A new Tourism Thunder Bay Product Development &amp; Marketing Plan was approved by Council and released to industry and media in December 2017. Communications were expanded with industry partners on new product development trends and initiatives.</p> <p>Implementation of the Municipal Accommodation Tax began on Sept. 1, 2018, as identified in the product development plan as a major municipal financing tool.</p> <p>The 2017 Tourism Annual report identified 36 new and expanded product development consultations that took place with industry stakeholders.</p> <p>Tourism Thunder Bay secured a seat on Attractions Ontario to create improved connectivity between provincial attractions development and promotional environment and local stakeholders.</p> <p>Phase one of the Wayfinding Plan was completed in 2017 with removal of outdated signage and Lake Superior Circle tour routing signage installed.</p> <p>A Wayfinding System Action Plan for Thunder Bay was developed in partnership with Tourism Northern Ontario, and was presented to Committee of the Whole on Dec. 12, 2016 and approved by City Council. 20% completed to date pending funding envelope approvals for subsequent plan phases 2-5 deferred in capital forecasts to 2019. Urban directional signage will be implemented in the downtown cores in 2019 with support from the Mainstreet Revitalization Grant.</p> | <p></p> <p><b>Ongoing</b></p>   |
| <p><b>GOAL 14: Known for growing agricultural sector</b></p> |   |  |
| 14.1   | <p><b>Facilitate the growth of greenhouses, community gardens and backyard agriculture</b></p> <p>Implementation of the Food Strategy was presented to Council in 2015, including priority projects related to policy development and urban</p>   | <p></p> <p><b>Achieved</b></p>  |





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|   | <p>agriculture, as well as continued successes with local and healthy foods that are supporting the CEDC and economic development advancements.</p> <p>Local food purchasing at Pioneer Ridge has steadily increased from 2015 to 2017. A partnership with a local greenhouse provides locally grown salad ingredients six months of the year. Collaboration efforts with local farmers, processors and distributors have resulted in increased local food spending as well. Goals for 2018 include bringing other local products into the facility on a regular basis.</p>   |  |
| <p><b>GOAL 15: Welcoming to world with globally enhanced image and identity</b></p> |   |  |
| <p><b>15.1</b></p>  | <p><b>Market Thunder Bay to potential investors and business</b></p> <p>A Market Thunder Bay plan was developed and implemented, and a strategy was completed for potential investors and business. CEDC won awards from the Economic Developers Council of Ontario on the Toronto Transit Commission advertisements regarding <a href="http://GoToThunderBay.com">GoToThunderBay.com</a>.</p>  | <p><br/><b>Achieved</b></p> |
| <p><b>15.2</b></p>  | <p><b>Market Thunder Bay's amazing quality of life</b></p> <p>GoToThunderBay.com was launched in March 2017 as an attraction tool to market Thunder Bay for work, investments, school, living and visiting. Analytics and a successful social media campaign followed the launch.</p> <p>An approved Tourism Marketing and Communication Plan was developed in 2017 and 2018 in alignment with Destination Northern Ontario and Destination Ontario to focus on content and messaging relating to Thunder Bay's base camp proximity to outdoor experience, coupled with culinary, cultural and accommodation diversity.</p> <p>Strong digital and media content driven strategy generated \$1.2 million in earned media attention, providing content to the overall GO TO THUNDER BAY campaign.</p> <p>The CEDC portion of the "Market Thunder Bay's amazing quality of life" Strategy was completed.</p> | <p><br/><b>Achieved</b></p> |



| <b>GOAL 16: Strong regional partner</b> |   |   |
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| <b>16.1</b>                             | <p><b>Cultivate regional partnerships</b></p> <p>The City worked collaboratively with the Northern Ontario Municipal Association and Common Voice Northwest to grow partnerships with regional municipalities.</p> <p>Leadership meetings were held with the City Manager, and CEOs of Fort William First Nation and Nishnawbe Aski Nation on economic development partnerships, with work ongoing.</p> | <br><b>Ongoing</b> |

## GOVERNANCE: RECOGNIZED AS A BEST-RUN CITY

| <b>GOAL 17: Fiscally strong, supported by sustainable tax base</b> |  | <b>Status</b>  |
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| <b>17.1</b>  | <p><b>Emphasize long-term strategic financial planning and fiscal stability</b></p> <p>The City’s Long-Term Financial Plan was presented to Committee of the Whole on Jan. 25, 2017 and Jan. 9, 2018.</p> <p>The multi-year Budget Directions Report was presented to Committee of the Whole in October 2016, and has been presented annually. The most recent presentation to the Executive Management Team was in June 2018.</p>   | <br><b>Achieved</b>   |
| <b>7.2</b>   | <p><b>Identify opportunities for improvement and/or net budget savings in City services</b></p> <p>Through the City Manager Review Process, the Corporation was able to identify over \$2.8 million in efficiencies in the 2017 budget. As well, an estimated \$3 million in savings was realized in 2016 through deficit management. City LEAN will continue to be a tool available to staff to identify process flow improvements and achieve service improvements; however, corporate goals for number of events will not be set.</p> <p>2016 Annual Lean Update presented to Committee of the Whole on April 24, 2017. One corporate LEAN event held in 2017 to review the process for “Applying for and Issuing Special Events Permits”. Three City departments and Police Services participated, resulting in process improvements. This work continues as a work in progress.</p> | <br><b>Achieved</b> |

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|   | Non Affiliated Hiring Process LEAN Event concluded successfully in 2018 (initiated 2016).  |   |
| <b>17.3</b>   | <p><b>Focus on balanced decision making</b></p> <p>The Executive Management Team has adopted a decision-making tool for City of Thunder Bay leaders to support effective decision making.</p>  | <br><b>Achieved</b>  |
| <b>17.4</b>   | <p><b>Enhance funding and additional sources of revenue across all departments</b></p> <p>An infrastructure priorities document was developed in 2016, and a pilot was conducted with fundraising software. A database was also developed to help track funding requests.</p> <p>The importance of pursuing funding opportunities when they are available and align with planned work is well understood.</p> <p>Meetings are ongoing with senior representatives of Tbaytel, Thunder Bay Hydro group of companies and affiliated Boards and Agencies. Meetings occurred annually from 2015 - 2018 to discuss opportunities like shared services, cooperative buying, and partnership initiatives.</p> | <br><b>Ongoing</b>   |
| <b>17.5</b>   | <p><b>Support efforts to grow tax base – in particular commercial and industrial assessment</b></p> <p>A risk analysis was completed to understand vulnerabilities by Q3 2015, and then by Q2 in each of years 2016 - 2018.</p> <p>A report on tax policy options was presented to Committee of the Whole on May 30, 2016 and May 28, 2018 and approved by Council. Planning Services and the CEDC coordinate their efforts with respect to development opportunities on an ongoing basis. A strategy is not yet complete but a work in process.</p>   | <br><b>Ongoing</b> |
| <b>GOAL 18: Sustainable through enhanced infrastructure renewal</b> |  |   |
| <b>18.1</b>   | <p><b>Build on recent progress in infrastructure renewal for all City capital assets</b></p> <p>The Asset Management Plan was presented to Committee of the Whole in January 2017 and approved by City Council. Options to Council for the Enhanced Infrastructure Renewal Program investments were presented to Committee of the Whole on April 13, 2016.</p>   | <br><b>Ongoing</b> |

| <b>GOAL 19: Accountable with transparent and open decision making</b> |  |   |
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| <b>19.1</b>   | <p><b>Engage citizens</b></p> <p>Public engagement principles and public participation process to develop framework were presented to Committee of the Whole on Dec. 19, 2016 and approved by City Council. The Public Engagement Framework was presented to Committee of the Whole on July 23, 2018 and approved. Implementation is ongoing.</p> <p>The 2016 - 2018 Community Communications &amp; Engagement Plan was presented to Committee of the Whole Dec. 12, 2016 and approved by City Council.</p>  | <p><br/><b>Achieved<br/>and</b><br/><br/><b>Ongoing</b></p> |
| <b>GOAL 20: Leader in public policy advocacy</b>                      |  |   |
| <b>20.1</b>   | <p><b>Advocate for more funding and public policy change to address urgent and emerging community needs</b></p> <p>Highlights of the Annual Report Card on advocacy of City Issues are incorporated in the City's Report to Community, as appropriate.</p> <p>Mayor Hobbs was appointed to Municipal Property and Assessment Corporation board in June 2015. From 2015-2018, a delegation including Mayor Hobbs and Intergovernmental Affairs Committee Chair Joe Virdiramo and Councillors along with the City Manager brought Thunder Bay's key issues to Provincial Ministers attending the Ontario Good Roads Association. Support was budgeted annually for key organizations such as the Northwestern Ontario Municipal Association, Federation of Canadian Municipalities, Thunder Bay District Municipal League, and Great Lakes &amp; St. Lawrence Cities Initiative.</p> | <p><br/><b>Ongoing</b></p>   |
| <b>GOAL 21: Employer of choice</b>                                    |  |   |
| <b>21.1</b>   | <p><b>Have the right person with the right skills in the right position</b></p> <p>A formal update to the succession planning process and communication of the process to all City employees is delayed due to workload.</p> <p>The Pathways to Leadership Program in 2015/16 had 30 employees graduate. The Corporate Mentorship Program in 2016/17 had 15 employees working towards completing the program. There were no employees in the 2018 program as it was deferred until the Leadership</p>  | <p><br/><b>Ongoing</b></p>   |

|             |   |   |
|-------------|---|---|
|             | <p>competencies are finalized. By the end of 2018, 45 employees will have been trained overall (75% of target).</p> <p>Human Resources also offered additional leadership related training sessions including: Creating High Performance Teams; Coaching &amp; Empowerment; Creative Thinking &amp; Problem Solving for Effective Decision Making; Situational Leadership; Political Acumen &amp; Issues Management; Negotiation &amp; Conflict Resolution; Turnaround Interview &amp; Performance Management (approximately 164 employees received this training).</p>   |   |
| <b>21.2</b> | <p><b>Promote a corporate culture that respects diversity</b></p> <p>Accessibility Training has been taken by 2023 total current active employees as of August 2018, a decrease of 7% from the last reporting period due to turnover of staff. Further training was added in the 2018 Corporate Training Program, working with City Clerk’s Office.</p> <p>Aboriginal Cultural Awareness Training was taken by 760 total current active employees as of August 2018. Trainer unavailability impacted the results. Sessions are currently provided for new hires during Corporate Orientation. The City Clerk's Office and Human Resources &amp; Corporate Safety Division are working to enhance existing training that will be rolled out to all employees beginning in 2019.</p>  | <p><br/><b>Ongoing</b></p>   |
| <b>21.3</b> | <p><b>Promote and develop a safe and healthy workplace</b></p> <p>No longer using Lost Time Injury Frequency rate (LTIF) or Lost Time Hours (LTH) as a safety target. Research indicates that monitoring leading indicators are a better predictor of the success of a safety program rather than using lagging indicators such as LTIF statistics. 2018 Targets are leading indicators (100% response rate for Safety Talks and 10 completed Hazard Assessments by the end of 2018).</p> <p>The Annual Health &amp; Safety Report was presented to Committee of the Whole on Aug. 31, 2015. The 2015/16 combined annual report was presented on June 26, 2017, and the 2017 report was presented on Sept. 24, 2018.</p> <p>Implementation of a Psychological Health &amp; Safety in the Workplace program was approved by the Executive Management Team in Q4 2016. The City is in the planning and assessing needs phase.</p> | <p><br/><b>Ongoing</b></p> |