

Implementation Plan

October 26, 2020

City of Thunder Bay

Our Vision

Our vision for Thunder Bay is One City, Growing Together. Thunder Bay will foster an inclusive city focused on service excellence and partnerships to provide a high quality of life to our citizens. We embrace and celebrate our diversity as it makes our community a vibrant and dynamic place to grow.

Our Priorities

These priorities will guide decision making and provide a framework for requests of Council. Activities that do not further these priorities will not be recommended.

- Growth and prosperity
- Community safety and well being
- Cost-effective and quality services to citizens
- Financial sustainability to provide and maintain service and infrastructure levels
- Environmental stewardship

Our Strategy

- Lead – Provide civic leadership to advance mutual respect, equal opportunity and hope.
- Serve – Advance service excellence through a citizen focus and best use of technology.
- Grow – Focus on city building and social infrastructure to strengthen our economy, lifestyle and well being.
- Renew – Focus on essential infrastructure, revitalize our cores and enhance our Image Routes.

Key Indicators

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

Implementation Plan

Administration has developed a plan to guide implementation including milestones, indicators and project leads. Progress will be reported twice annually. The Implementation plan actions are laid out in chart format as outlined in the graphic. The chart includes the strategy pillar and its associated goal, followed by each of the strategic actions for that goal. Below each strategic action are the priority actions followed by the measure of those actions.

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.

Priority Actions:

- Collaborate with Indigenous partners to implement City agreements and commitments
- Guide & support City leadership and staff in advancing Indigenous Relations
- Recognize and honour Indigenous space and place

Measure:

- Number of and % of staff trained in Indigenous Cultural Awareness (total staff; by division)
- % increase in number of relevant City staff trained in Indigenous engagement (by division)
- % increase in number of Indigenous historical inclusion and dedicated spaces

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

Priority Actions:

- Conduct a third-party, systemic review of corporate policies and procedures and other articles to address racism and barriers
- Facilitate internal Implementation Working Group to identify City efforts to date and develop a short- and long-term anti-racism action plan
- Facilitate Resource Guide Working Group to support Accord Coalition efforts

Measure:

- Number of inclusive policies and articles developed following report recommendations
- % increase in employee visits to staff Indigenous & Inclusion Resources webpage
- Results of workforce employment equity survey (every three years)

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

Priority Actions:

- Meet with key institutions and partners to develop a process to recommend to the City Council
- Undertake process including public engagement
- Advance shared vision

Measure:

- Participation and engagement rates
- % of residents aware of vision

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

Priority Actions:

- Implement 50th Anniversary Work Plan to invite residents to join us for a year's worth of activities and events to show their civic pride for Thunder Bay
- Implement the Legacy Project to commemorate the 50th Anniversary
- Explore opportunities to reissue the I Choose Thunder Bay Campaign (funding for new campaigns has been eliminated so this is an option to provide a focus for civic pride in the absence of new dollars)

Measure:

- Participation rates
- Completion of legacy project

5. Further our commitments to sustainability and climate adaptation.

Priority Actions:

- Develop and adopt a Community Energy Emissions Plan clearly outlining the path to become a net-zero carbon city by 2050
- Engage community on climate risks and continue implementing actions outlined in Climate Ready City: The City of Thunder Bay Climate Adaptation Strategy
- Initiate the update and renewal of the EarthCare Sustainability Plan

Measure:

- Number of plans completed
- Number of actions implemented
- Number of people engaged through outreach activities
- % community green house gas reduction
- Money spent on adaptation

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.

Priority Actions:

- Independent Review of City Programs & Services - Phase 1 Report
- Independent Review of City Programs & Services - Phase 2 Report
- Implementation of first priorities - Council to review recommendations at a Special Committee of the Whole

Measure:

- % complete
- Investment required and estimated savings

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.

Priority Actions:

- Public Engagement Plan implemented for Phase One Report including internal and external surveys, public open houses at City Hall, and updates on the Get Involved section of City's website
- Public Engagement Plan implemented for Phase Two Report including online survey to allow the public to weigh in on shortlist of public facing services
- Public Review and comment period on Phase Two Report for delivery to City Council in advance of Special Committee of the Whole Meeting

Measure:

- Participation in engagement

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

Priority Actions:

- Inventory of points of contacts
- Assess opportunities for potential improvements to customer service and better use of technology
- Implement changes and assess customer satisfaction

Measure:

- Savings
- Improved customer service

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

Priority Actions:

- Establish an Open Data Administrative Committee with approved terms of reference & prepare a portal implementation roadmap
- Implement required technology to build the portal and develop a governance framework including an Open Data Policy & Open Data Licence
- Identify & prepare initial datasets, seek City Council approval for Open Data Policy & Open Data License and launch the City of Thunder Bay's Open Data Portal

Measure:

- % completion
- Number of datasets
- Website traffic to the Portal

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.

Priority Actions:

- Provide annual funding support to CEDC and consult and support as required
- Advocate for local needs at annual conferences with Provincial ministers
- Regular updates from CEDC to City Council

Measure:

- Return on investment as reported by CEDC

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.

Priority Actions:

- Establish Steering Committee and Working Group to complete comprehensive community engagement process
- Establish Working Group to identify and gather local data on risk factors for crime and victimization to establish baselines for monitoring

- Develop draft CSWB plan, including priority areas, priority groups, key strategies/actions, performance measures, implementation teams and implementation plan

Measure:

- Measures to be identified once Plan is drafted

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).

Priority Actions:

- Develop Multi-use Indoor Sports Facility tender documents, followed by tender and construction
- Extend the Waterfront Trail in alignment with approved capital works
- Corporate Report, based on structural review of FWG, for decision on length of the continued use of FWG, financing and renewal options

Measure:

- % project completion
- Distance of waterfront trail work completed
- Participation rates/usage as a percentage of available capacity

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.

Priority Actions:

- Completion of Record of Site Condition
- Development of public lands surrounding the Art Gallery and extension of Sleeping Giant Parkway
- Finalization of necessary agreements

Measure:

- % project completion

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.

Priority Actions:

- A comprehensive Zoning By-law update
- The Strategic Core Area Community Improvement Plan (CIP) updated with revisions to introduce new financial assistance programs

- A Report with recommendations presented to Council

Measure:

- Zoning By-law update % completion
- CIP % completion

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.

Priority Actions:

- Adopt new Strategic Asset Management Policy in accordance with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure under the Infrastructure for Jobs and Prosperities Act, 2015
- Phase 1 – Complete Asset Management Plan for Core Assets (water, wastewater, storm water, roads, and bridges & culverts)
- Phase 2 – Complete Asset Management Plan for all other assets (facilities, fleet, machinery & equipment, parks, sidewalks)
- Phase 3 - Approved Financing strategy to fund the Asset Management Plan at a defined level of service, to be established by Council and informed by public consultation

Measure:

- Inventory of all assets
- Investments strengthen economy, manage risk, service levels are informed by the public
- % completion

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.

Priority Actions:

- Reimagine Victoriaville Report presented to Council seeking direction with respect to the future of the Victoriaville Mall
- Develop and implement Safer Streets Strategy through partnership between Crime Prevention Council and BIAs
- See GROW, Strategic Action 5

Measure:

- Victoriaville Options Report presented as first report

- % completion
- Stakeholder feedback

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.

Priority Actions:

- Complete Municipal Class Environmental Assessment, and obtain required permitting
- Finalize Project Design and Tender Project
- Rehabilitate Dam

Measure:

- Renewed dam supports recreation, pedestrian access, and water management control
- % completion

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

Priority Actions:

- Waverley Park Lookout – completion of outstanding works including planting and interpretive signage
- Wayfinding Downtown Cores Phase – installation of Wayfinding signage in downtown cores
- Waterfront Streetscape Plan Study – 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

Measure:

- % completion

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

Priority Actions:

- Explore technology to better showcase City parks and facilities through a digital format with quick and easy access to information
- Implement the selected technology, integrating with existing systems such as the City website
- Promote the City of Thunder Bay to residents and visitors through a map booklet, story telling, partnerships and a film series focusing on why Thunder Bay is a great place to live and visit

Measure:

- Digital traffic to online parks/facilities information
- Production of map booklet
- Production of film series
- Number of partnerships

Champions and Project Leads for Priority Actions

LEAD

Priority Action 1

Champions: City Manager and Director Corporate Strategic Services

Lead: Manager Indigenous Relations & Inclusion

Priority Action 2

Champions: City Manager and Director Corporate Strategic Services

Lead: Manager Indigenous Relations & Inclusion

Priority Action 3

Champion: City Manager

Lead: Director – Corporate Strategic Services

Priority Action 4

Champion: Director Corporate Strategic Services

Lead: 50th Anniversary Committee

Priority Action 5

Champion: GM Infrastructure & Operations

Lead: Sustainability Coordinator

SERVE

Priority Action 1

Champion: City Manager

Lead: GM Corporate Services & Long Term Care, Treasurer

Priority Action 2

Champion: City Manager

Lead: GM Corporate Services & Long Term Care, and Director – Corporate Strategic Services

Priority Action 3

Champion: City Manager

Lead: Executive Management Team

Priority Action 4

Champion: GM Corporate Services & Long Term Care

Lead: Manager Corporate Information Technology

GROW

Priority Action 1

Champion: City Manager

Leads: City Manager and GM Development & Emergency Services

Priority Action 2

Champion: Director Corporate Strategic Services

Lead: Coordinator Thunder Bay Crime Prevention Council

Priority Action 3

Champions: GM Community Services and GM Infrastructure & Operations

Leads: Director Asset Management and GM Infrastructure & Operations

Priority Action 4

Champion: GM Community Services

Lead: Director Asset Management

Priority Action 5

Champion: GM Development & Emergency Services

Lead: Director Planning Services Division

RENEW

Priority Action 1

Champion: GM Infrastructure & Operations

Lead: Project Manager

Priority Action 2

Champion: GM Development Services

Lead: Manager Realty Services Division

Priority Action 3

Champion: GM Infrastructure & Operations

Lead: Director Engineering & Operations

Priority Action 4

Champions: GM Infrastructure & Operations and Director Corporate Strategic Services

Leads: Supervisor Parks & Open Space Planning, Mobility Coordinator, Director Engineering & Operations

Priority Action 5

Champion: Director Corporate Strategic Services

Lead: Supervisor Corporate Communications (in consultation with Tourism Thunder Bay, Parks, and Recreation & Culture)