



June 12, 2019

Mayor & Council  
City of Thunder Bay  
Via individual email

Dear Mayor Mauro & Members of City Council:

#### CITY OF THUNDER BAY STRATEGIC PLAN

The Thunder Bay Chamber of Commerce welcomes this opportunity to provide our feedback on the One City, All Together 2019-2022 Strategic Plan. We commend Council on recognizing the importance of a guiding document that outlines strategic directions for this four-year term of Council.

In 2018, the Thunder Bay Chamber consulted with our Members and the broader community to identify factors limiting our city's ability to provide opportunity for its citizens. We created the City of Opportunity platform ([www.tbchamber.ca/sayyes](http://www.tbchamber.ca/sayyes)) which outlines three pillars of a strong, resilient community and offers ten actions designed to support the development of opportunities in the community of Thunder Bay. All members of City Council expressed support for and commitment to the City of Opportunity platform during the election campaign.

We have used the City of Opportunity actions as a lens for our review of the proposed One City, All Together Strategic Plan and are pleased to provide our recommended revisions to strengthen and enhance the City Strategic Plan.

I welcome the opportunity to speak with you to discuss our recommendations and can be reached at [charla@tbchamber.ca](mailto:charla@tbchamber.ca) or 624-2620.

Thank you for your consideration of our recommendations.

Best regards,

A handwritten signature in black ink that reads "Charla Robinson".

Charla Robinson  
President

Enclosure: Feedback on City Strategic Plan

c. Norm Gale, City Manager

**Thunder Bay Chamber of Commerce**  
**Feedback on City of Thunder Bay Draft Strategic Plan**

**LEAD**

<b>City Original Wording</b>	<b>Chamber suggested revisions</b>
1. Seek advice from our Indigenous partners on deepening our approach to reconciliation to advance our shared commitment to mutual respect, equal opportunity and hope	1-Work collaboratively with our Indigenous partners to position Thunder Bay as a national leader in reconciliation with Indigenous peoples.
2. Partner with other institutions, organizations and businesses in our city to work together to articulate a shared vision	2-Partner with local institutions, organizations, businesses and community members to articulate a holistic vision for transportation infrastructure, economic growth, workforce development, social development, and environmental goals which can be realized by 2040.
3. Grow through immigration in partnership with the Community Economic Development Commission	3-Create a comprehensive strategy to attract and retain a labour force that will enable Thunder Bay to meet the demands of our evolving workforce and to grow our community.
4. Develop a neighbourhood strategy to build capacity and support improvements led at the neighbourhood level with a special focus on initiatives that further community safety and well being.	4-Facilitate and encourage the creation of walkable, mixed-use, mixed-income neighbourhoods, leading to more physically active residents, safer streets, vibrant local businesses and a greater sense of pride and identity.
5. Provide opportunities for residents to express their civic pride	5-Become a national leader in citizen engagement with regular, meaningful and democratic processes for the planning and implementation of city goals and operations.

**SERVE**

<b>City Original Wording</b>	<b>Chamber suggested revisions</b>
<p>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.</p>	<p>1 – Conduct an independent review of the programs and services the City provides and how it provides them with recommendations on revisions to service levels &amp; offerings, and support the review through a public engagement process that involves outreach to all stakeholders with special consideration of the needs of marginalized and vulnerable communities.</p>
<p>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</p>	
<p>3. Identify points of contact with customers to identify better ways of serving that are inclusive and easy to use</p>	<p>2 – Engage in a comprehensive review of the workflow of all services that have a public facing component and implement strategies to streamline paperwork, reduce red tape, simplify processes, make forms plain language and accessible, and inspire a culture of ‘yes’ within City departments</p>
	<p>3 – Develop robust customer service standards for all public facing City services, which are published in transparent and accessible plain language formats and seek efficiencies in processes wherever possible.</p>
<p>4. Develop an open data platform to make it easier for interested users to engage with City data and create opportunities for engagement</p>	<p>4-Develop an open data platform to make it easier for interested users to engage with City data and create opportunities for engagement, and collaborate with the private sector to enable access to online services.</p>
	<p>5 – Create a plan for strategic investments in social services that will have the largest impact in reducing crime and poverty over the long term.</p>

## BUILD

<b>City Original Wording</b>	<b>Chamber suggested revisions</b>
1. Construct and open a new Indoor Turf Facility	1 – Develop and implement a solution for the shortage of indoor sports and recreation facilities.
2. Support construction and opening of a new Thunder Bay Art Gallery on the waterfront	2 – Support the development of a vibrant cultural scene on the waterfront with a strong economic base.
3. Construct and open the first phase of the Waterfront Trail	3 – Expand the City’s multi-use trails to maximize usage as an Active Transportation corridor.
4. Develop a long-term plan for the replacement of Fort William Gardens.	4- No change
	5 – Adopt and implement a ‘Housing First’ approach to addressing homelessness and invest in permanent, long term solutions to homelessness and affordable housing in Thunder Bay.

## RENEW

<b>City Original Wording</b>	<b>Chamber suggested revisions</b>
1. Develop the asset management plan to reflect sustainability goals and make it available in plain language.	1-no change
2. Revitalize the downtown cores in partnership with the Business Improvement Areas and other stakeholders with a special focus on strategic investments such as addressing the future of VictoriaVille and initiatives that further community safety and well being	2 –Incentivize the revitalization of the downtown cores in partnership with business and community stakeholders through implementation of strategic funding support and strategic reforms that further economic development, community safety and well being.
3. Rehabilitate Boulevard Lake Dam	3-no change
4. Focus our beautification efforts to make significant progress on implementing the Image Route Plan	4 – Engage in strategic consultations with the local business and landlord community to determine how to renew and revitalize commercial and residential building stock to best support small business and the creation of affordable housing.
5. Promote – inside and outside Thunder Bay – our many attractions, parks, facilities and services and innovative product development to encourage use	5 – Invest in the beautification of the City including supporting the growth of the urban canopy and public art, and implement pro-active strategies to reduce waste, encourage recycling and composting and improve the cleanliness of all city streets.