



**City Council Meeting
Agenda**

**Tuesday, October 21, 2025, 6:30 p.m.
S.H. Blake Memorial Auditorium**

Pages

1. City Council

Speaker: Councillor Andrew Foulds

2. Opening Ceremonies

2.1 Land Acknowledgement

2.2 Moment of Silent Reflection

2.3 National Anthem

National Anthem to be performed.

3. Disclosures of Interest

4. Consent Agenda and Consent Agenda Resolution

4.1 Confirmation of Agenda

Confirmation of Agenda - October 21, 2025 - City Council

4.2 Minutes of Previous City Council Meetings

7 - 20

The Minutes of the following Meetings of the Thunder Bay City Council,
to be confirmed:

1. The Thunder Bay City Council held on October 7, 2025.

4.3 Minutes of Previous Committee of the Whole - Closed Session Meeting

21 - 24

The Minutes of the following Committee of the Whole - Closed Session, to be adopted:

1. October 7, 2025 Committee of the Whole - Closed Session.

4.4 Finance & Administration Standing Committee Minutes

The Minutes of the Finance & Administration Standing Committee held on Tuesday, October 14, 2025, for information. **(Distributed separately)**

4.5 Quality of Life Standing Committee Meeting Minutes

The Minutes of the Quality of Life Standing Committee held on Tuesday, October 14, 2025, for information. **(Distributed separately)**

4.6 Ward Meeting Minutes 25 - 28

The Minutes of the following Ward Meetings to be received:

1. Meeting 02-2025 of the Red River Ward held on October 2, 2025.

4.7 Chippewa Park Carousel Heritage Designation - By-law Amendment 29 - 41

Memorandum from Cory Halvorsen, Manager - Parks & Open Spaces dated September 23, 2025 providing a recommendation to amend By-law 129-1991 - Chippewa Park Carousel, specifically the lands designated as Heritage Property, for Council's consideration.

4.8 Consent Agenda Resolution

WITH RESPECT to the Consent Agenda for the October 21, 2025 City Council meeting, we recommend that the following items be confirmed:

- Confirmation of Agenda
- Minutes of Previous City Council Meetings
- Minutes of Previous Committee of the Whole - Closed Session Meeting
- Finance & Administration Standing Committee Minutes
- Quality of Life Standing Committee Minutes
- Chippewa Park Carousel Heritage Designation - By-law Amendment

5. Presentations

5.1 Economic Growth Assessment

Jamie Taylor, CEO - Thunder Bay Community Economic Development Commission (CEDC), and Erik Karvinen, Manager - Watson & Associates Economists Ltd. to provide a presentation relative to the Economic Growth Assessment.

6. Items Arising from Closed Session

7. Reports of Administration

7.1 Introduction of the Draft Smart Growth Action Plan

42 - 86

Report 322-2025 - Growth - Introduction of the Draft Smart Growth Action Plan introducing the draft Smart Growth Action Plan, a community vision for sustainable growth. The Plan identifies targets to grow Thunder Bay's tax base, population, and conditions for economic growth. The 10-year plan includes over 100 actions to achieve these targets in collaboration with community partners, for information.

7.2 Terms of Reference - Inter-Governmental Affairs Committee 2025

Report 331-2025-City Manager's Office-Office of the City Clerk providing a recommendation that the Terms of Reference for the Inter-Governmental Affairs Committee, as appended to the report as Attachment A, be approved, for Council's consideration. **(Distributed separately)**

8. By-laws and By-law Resolution

8.1 By-law 305-2025 - A By-law to amend By-law 129-1991 - Chippewa Park Carousel

87 - 97

A By-law to Amend By-law BL 129-1991, to designate certain property, known as the Chippewa Park Carousel, presently located at Chippewa Park, pursuant to the Ontario Heritage Act.

8.2 By-law Resolution - October 21, 2025 - City Council

THAT the following By-laws be introduced, read, dealt with individually, engrossed, signed by the Mayor and Clerk, sealed and numbered:

By-law Number: 305-2025

1. A By-law to amend by-law 129-1991 - Chippewa Park Carousel

9. New Business

10. Notice of Motion

10.1 Notice of Motion - Amend - A Human Rights-Based Community Action Plan for Thunder Bay

98 - 106

At the October 28, 2025 City Council meeting, a resolution relative to Report 384-2024 - A Human Rights-Based Community Action Plan for Thunder Bay (Growth-Strategy & Engagement) was ratified.

At the October 7, 2025 City Council Meeting, Memorandum from Councillor Rajni Agarwal, dated October 3, 2025 requesting that a Notice of Motion to Amend the resolution relating to the Human Rights-Based Community Action Plan for Thunder Bay, Report 384-2024, was introduced for debate at the October 21, 2025 City Council meeting.

Memorandum from Kerri Marshall, Commissioner - Growth Kerri dated October 15, 2025 providing information in advance of its discussion on the Notice of Motion to Amend the Human Rights-Based Community Action Plan for Thunder Bay (Report 384-2024) by deleting Item 4, the Temporary Village, from the approved ten-part plan.

Confidential Memorandum from Brendan Hardick Solicitor II dated October 15, 2025 providing additional information to the Memorandum from Kerri Marshall, Commission - Growth dated October 15, 2025. **Distributed separately to Members of City Council, City Manager, City Solicitor, Commissioner - Growth and Director - Strategy & Engagement only.**

Memorandum from Councillor Rajni Agarwal, dated October 3, 2025 requesting that a Notice of Motion to Amend the resolution relating to the Human Rights-Based Community Action Plan for Thunder Bay, Report 384-2024, re-presented.

The following resolution relative to A Human Rights-Based Community Action Plan for Thunder Bay is presented for Council's consideration.

Under Council's policy, a two-thirds vote is required.

WITH RESPECT to Report 384-2024-City Manager's Office-Strategic Initiatives & Engagement, we recommend that the Human Rights-Based Community Action Plan (the Plan) as outlined in this report be approved;

AND THAT the following item **"4. Temporary Village: Developing a temporary village with a capacity of up to 100 units, providing indoor sheltering options and access to essential services' be deleted from the plan as proposed;**

AND THAT implementation of the Plan requiring approval or additional financial resources be brought back to Council as required;

AND THAT Administration provide progress updates to City Council as needed;

AND THAT **a updated** copy of this resolution and the **updated** Plan be sent to the Honourable **Gregor Robertson** - Minister of Housing, Infrastructure and Communities of Canada, and the Honourable **Robert Flack**- Ontario's Minister of Municipal Affairs and Housing;

AND THAT **a updated** copy of this resolution and the **updated** Plan be sent to Marie-Josée Houle, Federal Housing Advocate;

AND THAT **a updated** copy of this resolution and the **updated** Plan be sent to the Honourable Patty Hajdu, MP Superior North and **Jobs and Families Minister**, MP Marcus Powlowski, MPP Kevin Holland, MPP Lise Vaugeois;

AND THAT any necessary by-laws be presented to City Council for ratification.

11. Confirming By-law and Confirming By-law Resolution

11.1 Confirming By-law Resolution - October 21, 2025 - City Council

107 - 108

A By-law to confirm the proceedings of a meeting of Council, this 21st day of October 2025.

THAT the following By-law be introduced, read, dealt with individually, engrossed, signed by the Mayor and Clerk, sealed and numbered:

By-law Number: 318-2025

1. A By-law to confirm the proceedings of a meeting of Council,
this 21st day of October, 2025.

12. Adjournment



City Council Meeting Minutes

Tuesday, October 7, 2025, 6:30 p.m.

S.H. Blake Memorial Auditorium

Present:

- Councillor Rajni Agarwal
- Councillor Albert Aiello
- Councillor Mark Bentz
- Councillor Shelby Ch'ng
- Councillor Kasey Etreni
- Councillor Andrew Foulds
- Councillor Trevor Giertuga
- Councillor Brian Hamilton
- Councillor Greg Johnsen
- Councillor Kristen Oliver
- Councillor Dominic Pasqualino
- Councillor Michael Zussino

Officials:

- Krista Power, Director - Legislative Services & City Clerk
- Kelly Robertson, Acting City Manager
- Patty Robinet, City Solicitor
- Keri Greaves, Commissioner - Corporate Services & City Treasurer
- Kerri Marshall, Commissioner - Growth
- Matthew Miedema, Acting Commissioner - Infrastructure & Operations
- Joel DePeuter, Director – Development Services
- Cynthia Olsen, Director - Strategy & Engagement
- Decio Lopes, Supervisor – Planning Services
- Paul Burke, Supervisor - Sport & Community Development
- Crystal DePeuter, Council & Committee Clerk

1. City Council

Speaker: Councillor Foulds

2. Opening Ceremonies

2.1 Land Acknowledgement

Councillor Michael Zussino provided a Land Acknowledgement.

2.2 Moment of Silent Reflection

2.3 National Anthem

Emmy Badanai performed the National Anthem.

3. Disclosures of Interest

Aside from those disclosures already recorded in the previous minutes as presented here, no additional disclosures of interest were announced.

4. Consent Agenda and Consent Agenda Resolution

4.1 Confirmation of Agenda

Confirmation of Agenda - October 7, 2025 - City Council

4.2 Minutes of Previous City Council Meetings

The Minutes of the following Meetings of the Thunder Bay City Council, to be confirmed:

1. The Thunder Bay City Council held on September 16, 2025.

4.3 Minutes of Previous Committee of the Whole - Closed Session Meeting

The Minutes of the following Committee of the Whole - Closed Session, to be adopted:

1. September 16, 2025 Committee of the Whole - Closed Session.

4.4 Quality of Life Standing Committee Minutes

The Minutes of the Quality of Life Standing Committee held on Tuesday, September 23, 2025, for information.

4.5 Growth Standing Committee Minutes

The Minutes for the Growth Standing Committee held on Tuesday, September 23, 2025, for information.

4.6 Ward Meeting Minutes

The Minutes of the following Ward Meetings to be received:

1. Meeting 01-2025 of the Westfort Ward held on May 14, 2025.

4.7 Community Safety & Well-Being Advisory Committee Minutes

The Minutes of meeting 03-2025 of the Community Safety & Well-Being Advisory Committee held on June 25, 2025, for information.

4.8 Intergovernmental Affairs Committee Minutes

The Minutes of meeting 06-2025 of the Intergovernmental Affairs Committee held on June 25, 2025, for information.

4.9 Mayor's Taskforce on Building More Homes Advisory Committee Minutes

The Minutes of meeting 06-2025 of the Mayor's Task Force Advisory Committee held on June 18, 2025, for information.

4.10 The District of Thunder Bay Social Services Administration Board Minutes

Minutes of meetings 11-2025 (Regular Session) and 12-2025 (Closed Session) of The District of Thunder Bay Social Services Administrative Board held on June 19, 2025, for information.

4.11 Lakehead Region Conservation Authority Minutes

The Minutes of the Lakehead Region Conservation Authority meetings held on Wednesday, May 28, Thursday, June 26, 2025, and Thursday, August 27, 2025, respectively, for information.

4.12 Thunder Bay District Health Unit Board of Health Minutes

Minutes of the Thunder Bay District Health Unit Board of Health meetings held on Wednesday, May 21, 2025 and Wednesday, June 18, 2025, respectively, for information.

4.13 Thunder Bay Police Services Board Minutes

The Minutes of meetings 09-2025, 13-2025 and 17-2025 of the Thunder Bay Police Services Board held on Tuesday, March 18, 2025, Tuesday, May 20, 2025, and Tuesday, June 17, 2025, respectively, for information.

4.14 Budget Appropriation – Encampment Response Team Fleet Vehicle

Report 287-2025-Growth-Strategy & Engagement recommending that Appropriation 22-2025, to create a capital project in the amount of \$60,000 for Encampment Response Team fleet vehicle, funded through the Health Canada grant, be approved.

4.15 Amend Draft Approval of a Plan of Subdivision - Gemstone Estates Stage 6

Report 291-2025-Planning Services recommending that the request by 2298184 Ontario Inc. to extend draft plan approval (58T-13505) as it applies to Gemstone Estates Stage 6 Draft Plan of Subdivision be approved.

4.16 Amend Draft Approval of a Plan for Subdivision - 1294 Dawson Road

Report 303-2025-Planning Services recommending that the request by 1000479970 Ontario Limited to extend draft plan approval (58T-15501) as it applies to a portion of Mining Location R3 shown as PROPERTY LOCATION on Attachment "A" to Report 303-2025 (Planning Services) be approved.

4.17 Consent Agenda Resolution

MOVED BY: Councillor Kasey Etreni
SECONDED BY: Councillor Brian Hamilton

WITH RESPECT to the Consent Agenda for the October 7, 2025 City Council meeting, we recommend that the following items be confirmed:

- Confirmation of Agenda
- Minutes of Previous City Council Meetings
- Minutes of Previous Committee of the Whole - Closed Session Meeting
- Quality of Life Standing Committee Minutes
- Growth Standing Committee Minutes
- Ward Meeting Minutes
- Community Safety & Well-Being Advisory Committee Minutes
- Intergovernmental Affairs Committee Minutes
- Mayor's Taskforce on Building More Homes Advisory Committee Minutes
- The District of Thunder Bay Social Services Administration Board Minutes
- Lakehead Region Conservation Authority Minutes
- Thunder Bay District Health Unit Board of Health Minutes
- Thunder Bay Police Services Board Minutes

For (11): Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Mark Bentz, Councillor Shelby Ch'ng, Councillor Kasey Etreni, Councillor Andrew Foulds, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (2): Mayor Ken Boshcoff, and Councillor Trevor Giertuga

CARRIED (11 to 0)

It was requested that the following items be extracted from the consent agenda and the resolutions be voted on separately:

Budget Appropriation – Encampment Response Team Fleet Vehicle

Report 287-2025-Growth-Strategy & Engagement recommending that Appropriation 22-2025, to create a capital project in the amount of \$60,000 for Encampment Response Team fleet vehicle, funded through the Health Canada grant, be approved.

MOVED BY: Councillor Brian Hamilton

SECONDED BY: Councillor Kasey Etreni

WITH RESPECT to Report 287-2025, we recommend that Appropriation 22-2025, to create a capital project in the amount of \$60,000 for Encampment Response Team fleet vehicle, funded through the Health Canada grant, be approved;

AND THAT any necessary by-laws be presented to City Council for ratification.

For (12): Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Mark Bentz, Councillor Shelby Ch'ng, Councillor Kasey Etreni, Councillor Andrew Foulds, Councillor Trevor Giertuga, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (1): Mayor Ken Boshcoff

CARRIED (12 to 0)

Amend Draft Approval of a Plan of Subdivision - Gemstone Estates Stage 6

Report 291-2025-Planning Services recommending that the request by 2298184 Ontario Inc. to extend draft plan approval (58T-13505) as it

applies to Gemstone Estates Stage 6 Draft Plan of Subdivision be approved.

MOVED BY: Councillor Greg Johnsen
SECONDED BY: Councillor Michael Zussino

WITH RESPECT to Report 291-2025-Planning Services, we recommend that the request by 2298184 Ontario Inc. to extend draft plan approval (58T-13505) as it applies to Gemstone Estates Stage 6 Draft Plan of Subdivision, being a portion of Part of Mining Location R3 described as Parts 1, 2, 3, and 4 on RP 55R-10449, Parts 1 and 2 on RP 55R-8139, and Part 1 on RP 55R-8139 except Part 1 on RP 55R-9814 (west of Aquamarine Drive which is located on the western end of Wardrope Avenue, west of Hilldale Road), to January 19, 2028, subject to the conditions outlined in Attachment "B" and on the redlined plan dated January 19, 2015 Draft Plan of Subdivision prepared by J.D. Barnes in Attachment "C" to Report 291-2025 (Planning Services); be approved;

AND THAT any necessary By-laws be presented to City Council for ratification.

For (12): Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Mark Bentz, Councillor Shelby Ch'ng, Councillor Kasey Etreni, Councillor Andrew Foulds, Councillor Trevor Giertuga, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (1): Mayor Ken Boshcoff

CARRIED (12 to 0)

Amend Draft Approval of a Plan for Subdivision - 1294 Dawson Road

Report 303-2025-Planning Services recommending that the request by 1000479970 Ontario Limited to extend draft plan approval (58T-15501) as it applies to a portion of Mining Location R3 shown as PROPERTY LOCATION on Attachment "A" to Report 303-2025 (Planning Services) be approved.

MOVED BY: Councillor Kasey Etreni
SECONDED BY: Councillor Brian Hamilton

WITH RESPECT to Report 303-2025-Planning Services, we recommend that the request by 1000479970 Ontario Limited to extend draft plan approval (58T-15501) as it applies to a portion of Mining Location R3 shown as PROPERTY LOCATION on Attachment "A" to Report 303-2025 (Planning Services), 1294 Dawson Road, to October 19, 2030, subject to the conditions outlined in Attachment "B" for the draft plan as shown on the redlined plan dated August 26, 2015 Draft Plan of Subdivision prepared by J.D. Barnes in Attachment "C" to Report No. 303-2025 (Planning Services); be approved;

AND THAT any necessary By-laws be presented to City Council for ratification.

For (12): Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Mark Bentz, Councillor Shelby Ch'ng, Councillor Kasey Etreni, Councillor Andrew Foulds, Councillor Trevor Giertuga, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (1): Mayor Ken Boshcoff

CARRIED (12 to 0)

5. Items Arising from Closed Session

5.1 Board Appointments – Thunder Bay International Airport Authority Board

MOVED BY: Councillor Rajni Agarwal
SECONDED BY: Councillor Greg Johnsen

WITH RESPECT to the confidential memorandum from Krista Power, Director of Legislative Services & City Clerk, dated October 1, 2025, we recommend the following two names be submitted by the City of Thunder Bay as their nominees, with the final nominee being selected by the TBIAAI to fulfill the three- year term expiring November 30, 2028:

1. Roshni Antony
2. Carol Pollard

For (12): Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Mark Bentz, Councillor Shelby Ch'ng, Councillor Kasey Etrene, Councillor Andrew Foulds, Councillor Trevor Giertuga, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (1): Mayor Ken Boshcoff

CARRIED (12 to 0)

6. Reports of Administration

6.1 Consolidation of Locations for Weekday Ice

At the Quality of Life Standing Committee on September 23, 2025, Report 292-2025-Community Services-Recreation & Culture was presented for endorsement.

Report 312-2025-Community Services-Recreation & Culture recommending service level changes for regular weekday ice bookings at Grandview and Neebing Arenas.

MOVED BY: Councillor Kasey Etrene
SECONDED BY: Councillor Rajni Agarwal

WITH RESPECT to Report 312-2025-Community Services-Recreation & Culture, we recommend the following service level change for regular weekday ice bookings at the following arenas:

- Grandview Arena be closed for weekday ice bookings on Mondays
- Neebing Arena be closed for all weekday ice bookings, with some exceptions as noted in this report;

AND THAT these changes be effective October 12, 2025.

AND THAT any necessary by-laws be presented to City Council for ratification.

For (12): Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Mark Bentz, Councillor Shelby Ch'ng, Councillor Kasey Etreni, Councillor Andrew Foulds, Councillor Trevor Giertuga, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (1): Mayor Ken Boshcoff

CARRIED (12 to 0)

7. By-laws and By-law Resolution

7.1 By-law 284-2025 Site Plan Control Designation – 92 Machar Avenue

A By-law to designate areas of Site Plan Control pursuant to Section 41 of the Planning Act, R.S.O. 1990, as amended (92 Machar Avenue).

7.2 By-law 285-2025 Site Plan Control Designation – 1115 Carrick Street

A By-law to designate areas of Site Plan Control pursuant to Section 41 of the Planning Act, R.S.O. 1990, as amended (1115 Carrick Street).

7.3 By-law 296-2025 - Appointment of Persons to Enforce Parking

A By-law to amend By-law Number 99-2005, being a By-law to appoint Municipal Law Enforcement Officers for The Corporation of the City of Thunder Bay for the enforcement of Municipal Parking By-laws.

7.4 By-law Resolution

By-law Resolution - October 7, 2025 - City Council

MOVED BY: Councillor Brian Hamilton

SECONDED BY: Councillor Trevor Giertuga

THAT the following By-laws be introduced, read, dealt with individually,

engrossed, signed by the Mayor and Clerk, sealed and numbered:

By-law Number: 284-2025

1. A By-law to designate areas of Site Plan Control pursuant to Section 41 of the Planning Act, R.S.O. 1990, as amended (92 Machar Avenue).

By-law Number: 285-2025

2. A By-law to designate areas of Site Plan Control pursuant to Section 41 of the Planning Act, R.S.O. 1990, as amended (1115 Carrick Street).

By-law Number: 296-2025

3. A By-law to amend By-law Number 99-2005, being a By-law to appoint Municipal Law Enforcement Officers for The Corporation of the City of Thunder Bay for the enforcement of Municipal Parking By-laws.

For (12): Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Mark Bentz, Councillor Shelby Ch'ng, Councillor Kasey Etreni, Councillor Andrew Foulds, Councillor Trevor Giertuga, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (1): Mayor Ken Boshcoff

CARRIED (12 to 0)

8. New Business

8.1 Establishment of Committee of the Whole - Closed Session - October 21, 2025

The following resolution is presented to establish a Committee of the Whole - Closed Session Meeting on Tuesday, October 21, 2025:

MOVED BY: Councillor Trevor Giertuga
SECONDED BY: Councillor Greg Johnsen

THAT a Committee of the Whole – Closed Session meeting be scheduled for Tuesday, October 21, 2025 at 4:30 p.m. in order to receive information pursuant to the Municipal Act (Section 239 (2)) relative to:

(b) personal matters about an identifiable individual, including municipal or local board employees;

(c) a proposed or pending acquisition or disposition of land by the municipality or local board;

(i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

(j) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; and

(k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

For (12): Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Mark Bentz, Councillor Shelby Ch'ng, Councillor Kasey Etreni, Councillor Andrew Foulds, Councillor Trevor Giertuga, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (1): Mayor Ken Boshcoff

CARRIED (12 to 0)

9. Notice of Motion

9.1 Notice of Motion –Amend- A Human Rights-Based Community Action Plan for Thunder Bay

At the October 28, 2024 City Council meeting, a resolution relative to Report 384 2024 – A Human Rights-Based Community Action Plan for Thunder Bay (Growth–Strategy & Engagement) was ratified.

Memorandum from Councillor Rajni Agarwal, dated October 3, 2025 requesting that a Notice of Motion to Amend the resolution relating to the A Human Rights-Based Community Action Plan for Thunder Bay, Report 384 2024, be introduced at the October 7, 2025 City Council Meeting, for debate at the October 21, 2025 City Council Meeting.

10. Confirming By-law and Confirming By-law Resolution

10.1 By-law 286-2025 - Confirming By-law – October 7, 2025

A By-law to confirm the proceedings of a meeting of Council, this 7th day of October 2025.

10.2 Confirming By-law Resolution

Confirming By-law Resolution - October 7, 2025 - City Council

A By-law to confirm the proceedings of a meeting of Council, this 7th day of October 2025.

MOVED BY: Councillor Michael Zussino

SECONDED BY: Councillor Brian Hamilton

THAT the following By-law be introduced, read, dealt with individually, engrossed, signed by the Mayor and Clerk, sealed and numbered:

By-law Number: 286-2025

1. A By-law to confirm the proceedings of a meeting of Council, this 7th day of October, 2025.

For (12): Councillor Rajni Agarwal, Councillor Albert Aiello, Councillor Mark Bentz, Councillor Shelby Ch'ng, Councillor Kasey Etreni, Councillor Andrew Foulds, Councillor Trevor Giertuga, Councillor Brian Hamilton, Councillor Greg Johnsen, Councillor Kristen Oliver, Councillor Dominic Pasqualino, and Councillor Michael Zussino

Absent (1): Mayor Ken Boshcoff

CARRIED (12 to 0)

11. Adjournment

The meeting adjourned at 7:08 p.m.

Acting Mayor

City Clerk



Committee of the Whole Meeting Minutes

Tuesday, October 7, 2025

Special Committee of the Whole – Open Session in the McNaughton Room at 6:02 p.m.

Present:

- Councillor Rajni Agarwal
- Councillor Albert Aiello
- Councillor Mark Bentz
- Councillor Shelby Ch'ng
- Councillor Kasey Etreni
- Councillor Andrew Foulds
- Councillor Brian Hamilton
- Councillor Greg Johnsen
- Councillor Dominic Pasqualino
- Councillor Michael Zussino

Officials:

- Krista Power, Director - Legislative Services & City Clerk
- Kelly Robertson, Acting City Manager
- Patty Robinet, City Solicitor

1. Special Committee of the Whole - Open Session

Chair: Councillor Brian Hamilton

1.1 Establishment of Committee of the Whole - Closed Session

At the September 16, 2025 Committee of the Whole meeting, the following resolution was presented to establish the October 7, 2025 Committee of the Whole - Closed Session Meeting:

Moved: Councillor Hamilton
Seconded: Councillor Giertuga

THAT a Committee of the Whole – Closed Session meeting be scheduled for Tuesday, October 7, 2025 at 4:30 p.m. in order to receive information pursuant to the Municipal Act (Section 239 (2)) relative to:

(b) personal matters about an identifiable individual, including municipal or local board employees;

(c) a proposed or pending acquisition or disposition of land by the municipality or local board;

(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and

(k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

1.2 Amendment - Establishment of Committee of the Whole Closed Session

MOVED BY: Councillor Rajni Agarwal

SECONDED BY: Councillor Greg Johnsen

WITH RESPECT to the resolution to establish the October 7, 2025 Committee of the Whole – Closed Session, we recommend that the following reasons be removed:

(c) a proposed or pending acquisition or disposition of land by the municipality or local board;

(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and

(k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

AND THAT the meeting start time be changed to 6:00 p.m.

CARRIED

1.3 Amended - Establishment of Committee of the Whole - Closed Session

MOVED BY: Councillor Rajni Agarwal
SECONDED BY: Councillor Greg Johnsen

THAT a Committee of the Whole – Closed Session meeting be scheduled for Tuesday, October 7, 2025 at 6:00 p.m. in order to receive information pursuant to the Municipal Act (Section 239 (2)) relative to:

(b) personal matters about an identifiable individual, including municipal or local board employees;

CARRIED

Committee of the Whole – Closed Session in the McNaughton Room at 6:04 p.m.

Present: Councillor Rajni Agarwal
Councillor Albert Aiello
Councillor Mark Bentz
Councillor Shelby Ch'ng
Councillor Kasey Etreni
Councillor Andrew Foulds
Councillor Brian Hamilton
Councillor Greg Johnsen
Councillor Dominic Pasqualino
Councillor Michael Zussino

Officials: Krista Power, Director - Legislative Services & City Clerk
Kelly Robertson, Acting City Manager
Patty Robinet, City Solicitor

2. Committee of the Whole - Closed Session

Chair: Councillor Brian Hamilton

2.1 Disclosures of Interest

2.2 Reports of Municipal Officers

2.2.1 Board Appointments - Thunder Bay International Airport Authority Board

Tina Larocque, Coordinator - Boards/Committees & Special Projects entered the meeting room.

Confidential Memorandum from Krista Power, Director - Legislative Services & City Clerk, dated October 1, 2025 was distributed to Members of Council, City Manager, and City Solicitor only.

It was the consensus of Committee that Administration proceed as directed.

The City Clerk advised that the motion would be presented at the City Council meeting to be held later in the evening.

3. Adjournment

The meeting adjourned at 6:17 p.m.



Ward Meeting Minutes

Thursday, October 2, 2025, 6:57 p.m.
Thunder Bay 55 Plus Centre
700 River Street

1. Red River Ward Meeting 02-2025

Chair: Councillor Michael Zussino

2. Resource Persons

Crystal DePeuter, Council & Committee Clerk

3. Welcome and Opening Remarks

The Chair provided a land acknowledgement and introductory comments.

There were approximately 19 people in attendance.

4. Minutes of Previous Meeting

Minutes of the 01-2025 Ward meeting held on March 27, 2025, for information.

5. Ward and City Issues

The Chair provided updates on the following capital projects:

- Work on Theresa Street (Madeline Street to Bruce Street) has been completed. Concerns were raised relative to erosion of an unpaved section and the placement of a draining tile. The Chair advised that he will raise the concern with Administration.
- Work on High Street (River Street to High Street) is nearing completion.

- Pedestrian walks have been installed on Red River Road, Golf Links Road (x2). Transformers will need to be installed before the walks can be energized.
- Installation of the Multi-use Trail on Oliver Road will be starting this Fall. It will be a multi-year project.
- Sidewalks on Marlborough Street and Clarkson Avenue are completed.
- Streetscape work on Red River Road (Court Street to Cumberland Street) is nearing completion. Streetlight installation at Court Street and Red River Road along with art installation on Mall Walk are pending.
- Renovations to the Festival Area at Marina Park are coming. A concern was raised relative to a lack of information on the project. The Chair advised that he will request information from Administration. There was discussion relative to the Drone Show.

The Chair shared information about a garbage can art project he spearheaded and advised that these are in place at the Pool 6 site.

Discussion was held relative to synchronization of lights on Arthur Street, Harbour Expressway, and Red River Road and the delay in implementation. The Chair advised that he will request information from Administration on why the project is delayed.

Discussion was held relative to the timing of construction projects on main thoroughfares and the disruption to traffic.

Discussion was held relative to the different types of crosswalks and the delay in implementation. The Chair advised that he will request information from Administration.

Discussion was held relative to unsatisfactory post-project work and damage incurred as a result of improvements to the pedestrian bridge over McVicar Creek and a request was made to have the garbage can moved back to the original placing. The Chair advised that he will raise this issue with Administration.

Discussion was held relative to the Designated Truck Route. Concerns were raised about the delay in signage, trucks using Oliver Road and Golf Links Road as an alternative, and the potential for traffic delays due to the time required for

the trucks to turn left onto the Highway. The Chair advised that he will request information from Administration on the delay and raise the concerns regarding alternate routes and left turning.

Discussion was held relative to illegal exhaust systems on vehicles. The Chair requested that more information be provided to him and encouraged residents to report occurrences with the police for enforcement.

Discussion was held relative to the upgrades with Delaney Arena and Fort William Stadium, and concerns were raised about the functionality of the scoreboard. The Chair advised that he will raise the concern with Administration.

Discussion was held relative to oversight and accountability in light of the number of delays for large projects. The Chair advised that multi-year budgeting will alleviate some of the pressures associated with planning.

The Chair provided an update on the following city-wide initiatives:

- Multi-use Indoor Turf Facility is on track to open next Fall. NOHFC funding was received and will lower the debenture. The operator has not yet been determined.
- Victoriaville Demolition is moving along, and residents can now see through Victoria Avenue. Next Spring work will begin on roads.
- The new garbage cans have rolled out to 25% of users. At this point collection is every week; however, once the organics program has started it will move to every 2 weeks.
- The Chair shared information related to Leaf & Yard Waste collection.
- The Chair shared that he has engaged with the by-law office with respect to the need to regulate lawn company signs on lawns.

A request was made to ensure tree branches along walkways and sidewalks are trimmed to a reasonable height to accommodate pedestrians. The Chair advised that he will share the request with Administration.

Discussion was held relative to the transit system with complaints shared regarding an increase in cancelled routes, a lack of timely communication about cancelled routes, service refusals, and overflowing garbage containers. The Chair advised that he will raise the concerns with Administration.

Discussion was held relative to the Central Avenue Generating Facility with a concern raised about the consultation processes.

Discussion was held relative to a potential ban of municipal speed cameras, and a question was raised regarding current investments in the program. The Chair advised that there are no investments.

Discussion was held relative to the rehabilitation of roads and the timeline for Blanchard Street, Ibbetson Street, and Madeline Street. The Chair advised that he will have more information after the proposed capital budget for 2025 and 2026 is presented.

6. Adjournment

The meeting adjourned at 8:05 p.m.

Infrastructure & Operations Department

Memorandum

TO:	Krista Power - Director, Legislative Services and City Clerk	FILE:
FROM:	Cory Halvorsen, Manager – Parks & Open Spaces	
DATE:	09/23/2025 (mm/dd/yyyy)	
SUBJECT:	Chippewa Park Carousel Heritage Designation - By-law Amendment	
MEETING & DATE:	City Council – 10/21/2025 (mm/dd/yyyy)	

The Chippewa Park Carousel was made a Designated Heritage Property in 1991 with the designation linked to the specific property where it was located. In July of 2025 Administration awarded the Contract to construct a new building to enclose the carousel which involves moving the carousel approximately 50 meters from its existing location. As a result, the carousel will now be located on a different Land Registry Office Property Identification Number (LRO PIN) which requires a By-law amendment to the designating By-law 129-1991.

Four Schedules are also included in the Amending By-law. Schedule A describes the changes in the Legal Description of the location of the Carousel. Schedule B describes the architectural heritage features that are the rationale for the Heritage Designation. Some of these feature descriptions have been revised due to the restoration of the Carousel which took place from 2019-2025. The revised Schedule B also has corrected a typographical error referring to the period of the “1180s”. It now refers to the correct period of the “1880s” in the time period of the ‘County Fair’ style. The Resolutions in support of the update to Schedule B from the Heritage Advisory Committee Meeting from September 25, 2025 are attached.

Amending By-law 305-2025 will be brought forward to City Council on October 21, 2025 for ratification and will become effective 30 days from the date By-law 305-2025 was passed as per the *Ontario Heritage Act*.

WITH RESPECT to the Memorandum from C. Halvorsen, Manager – Parks & Open Spaces dated September 23, 2025, we recommend that the attached draft By-law Number 305-2025 be brought forward to City Council for approval.

AND THAT the Mayor and Clerk be authorized to sign all documentation related to this matter;

AND THAT any by-laws necessary be presented to City Council for ratification.

Attachments:

- Resolutions from Heritage Advisory Committee meeting September 25, 2025.
- Draft Amending By-law 305-2025 – to Amend By-law 129-1991 – Chippewa Park Carousel
- Schedule A Draft Amending By-law 305-2025 – Legal Description
- Schedule B Draft Amending By-law 305-2025 – Criteria for Determining Cultural Heritage Value or Interest of the Chippewa Park Carousel
- Schedule C - 62261-0311 Property Index Map
- Schedule D - 62261-0311 Parcel Register

CC: Kayla Dixon, Commissioner - Infrastructure & Operations
John Collin, City Manager

Chippewa Carousel Resolutions from the September 25, 2025 Heritage Advisory Committee Meeting

At the September 25, 2025 Heritage Advisory Committee meeting, Cory Halvorsen, Manager – Parks & Open Spaces and Werner Schwar, Supervisor – Parks & Open Spaces Planning appeared before Committee and provided a presentation relative to the design of the new pavilion enclosure and the relocation of the Carousel on the Chippewa Park grounds. The following recommendation was passed by the Committee:

“WITH RESPECT to the Chippewa Park Carousel heritage preservation project, the Heritage Advisory Committee approves and has no opposition to the building enclosure for the Carousel, as presented in the design plans at the September 25, 2025 Heritage Advisory Committee meeting by the City’s Parks & Open Spaces Division;

THAT the Committee approves the necessary relocation and the change of the PIN Number for the Carousel by deleting the legal description in Schedule A of By-law 129-1991 as follows:

Pcl 3638 Sec CFWF; Pt Fort William Indian Reserve Neebing as in PFW2704 (Thirdly) Thunder Bay, being the whole of PIN 62261-0310 (LT)

and replacing the legal description in Schedule A of By-law 129-1991 with

PT FORT WILLIAM INDIAN RESERVE NUMBER. 52 (GRAND TRUNK PACIFIC) 1600 ACRES AS IN OFW38404 Thunder Bay, being the whole of PIN 622610311 on the Chippewa Park grounds;

AND THAT the Committee approves the proposed amendments to Schedule B of By-law 129-1991 by deleting and replacing Schedule B in its’ entirety.

AND THAT the Committee approves the Draft By-law 305-2025 - being a By-law to Amend By-law 129-1991, to designate certain property, known as the Chippewa Park Carousel, in principle, pending suggested changes and final review;

AND THAT By-law 305-2025 be presented to City Council for ratification on October 21, 2025;

AND THAT a copy of the resolution be forwarded to the City of Thunder Bay’s Parks & Open Spaces Division and the Building Services Division.”

CARRIED

Memorandum

Corporate By-law Number 305-2025

TO: Krista Power, Director
Legislative Services and City Clerk **FILE:**

FROM: Cory Halvorsen, Manager – Parks & Open Spaces

DATE: 09/15/2025 (mm/dd/yyyy)

SUBJECT: By-law 305-2025 – A By-law to amend By-law 129-1991, to designate certain property, known as the Chippewa Park Carousel, presently located at Chippewa Park, pursuant to the *Ontario Heritage Act*

MEETING & DATE: City Council - 10/21/2025 (mm/dd/yyyy)

By-law Description: A By-law to amend By-law 129-1991, being a By-law to designate certain property, known as the Chippewa Park Carousel, presently located at Chippewa Park, pursuant to the *Ontario Heritage Act*.

Authorization: Report 2012.156 (Legal Services), – Committee of the Whole – October 15, 2012; City Council – Resolution – October 21, 2025.

By-law Explanation: The purpose of this By-law is to approve the relocation of the Carousel and its enclosure. Amendments to the *Ontario Heritage Act* in 2005 and to regulations made under the Act in 2006, resulted in the establishment of criteria for the designation of properties as being of cultural heritage value. Currently, the City of Thunder Bay has designated, by By-law, 25 properties as being of cultural heritage value. As all of these by-laws were enacted prior to the 2005 amendments to the *Ontario Heritage Act*, the Heritage Advisory Committee determined that these 25 by-laws should be amended to include the criteria for designation as required by the 2005 amendments. The advantage of amending the 25 by-laws is in the clarification that the revised criteria provides regarding the significant aspects of the properties that are to be protected in the event of renovation or potential demolition of the buildings.

Schedules and Attachments:

Schedule A – Legal Description

Schedule B – Criteria for Determining Cultural Heritage Value or Interest of the
Chippewa Park Carousel

Schedule C - 62261-0311 Property Index Map

Schedule D - 62261-0311 Parcel Register

Schedule E - By-law 129-1991 – Chippewa Park Carousel

Amended By-law Number:

DRAFT



THE CORPORATION OF THE CITY OF THUNDER BAY
BY-LAW NUMBER 305-2025

A By-law to amend By-law 129-1991, being a by-law to designate certain property, known as the Chippewa Park Carousel, presently located at Chippewa Park, pursuant to the *Ontario Heritage Act*.

Recitals

1. Pursuant to By-law 129-1991, the Council for The Corporation of the City of Thunder Bay designated property and structures known as the Chippewa Park Carousel, and located within Chippewa Park, in the City of Thunder Bay (hereinafter referred to as the “designating by-law”).
2. Pursuant to Section 30.1 of the *Ontario Heritage Act*, the Council may amend the designating by-law to clarify and correct the description of the property’s heritage attributes and to correct the legal description of the property.
3. Council has determined that it is in the public interest to amend By-law 129-1991 to include designating criteria.
4. Council has deemed that The Corporation of the City of Thunder Bay, as the owner of the Chippewa Park Carousel, has received notice as required by the *Ontario Heritage Act* of the proposed amendment to By-law 129-1991 and has no objection thereto.

ACCORDINGLY, THE COUNCIL OF THE CORPORATION OF THE CITY OF THUNDER BAY ENACTS AS FOLLOWS:

1. THAT By-law 129-1991, as amended is amended by:
 - (a) deleting the legal description contained in section 2, commencing with the words “Parcel 3638...” and ending with the words “City of Thunder Bay, District of Thunder Bay”, and by replacing the legal description contained in Schedule “A” attached to, and forming part of this By-law, and
 - (b) repealing Schedule “B” – Criteria for Determining Cultural Heritage Value or Interest and replacing it with amended Schedule “B” - Criteria for Determining Cultural Heritage Value or Interest which includes recent updates to the Chippewa Park Carousel and the enclosure of the Chippewa Park Carousel, attached to, and forming part of this By-law, as Schedule “A” and Schedule “B” to By-law 129-1991, as amended.

2. This By-law shall come into force and take effect on November 20, 2025, thirty days from the date it is passed.

Enacted and passed this 21st day of October, A.D. 2025 as witnessed by the Seal of the Corporation and the hands of its proper Officers.

Andrew Foulds

Speaker

Krista Power

City Clerk



Schedule "A"

Legal Description

Chippewa Park Carousel (Chippewa Park)

PT FORT WILLIAM INDIAN RESERVE NO. 52 (GRAND TRUNK PACIFIC) 1600 ACRES AS IN OFW38404;

Thunder Bay, being the whole of PIN 622610311;.



Schedule "B"

Criteria for Determining Cultural Heritage Value or Interest of the Chippewa Park Carousel

Chippewa Park Carousel (Chippewa Park)

Builder: C.W. Parker Company

Building description:

The Chippewa Park Carousel was built in the "County Fair" style, with 28 horses paired two abreast and one four-person bench seats in the style of chariots. All are mounted on a circular platform, 42" in diameter. The horses are posed to mimic galloping horses, including windblown manes, creating the illusion of movement. All the hand-carved wooden horses wear real metal horseshoes. The cantles of the horses' saddles feature carved dog's heads, corn cobs and fish. A rim of sectional panels (rounding boards) circles the edge of the canopy. Each panel is adorned with carved dragons and flowers. Rustic carved frames surround mirrors that link the rounding boards. The mechanical equipment is concealed in the centre of the carousel behind an A-frame supported by a centre pole and illustrated decorative panels. The Carousel retains its original Eli motor drive and its refurbished and operational Wurlitzer Band Organ. The Carousel is an excellent example of three-dimensional folk art.

The "County Fair" style of carousels was designed to be a "sleeked down" version of the stationary carousels as seen in the Coney Island or Philadelphia styles; mobile, and able to be taken down, moved to the next location, and set up again. The County Fair style emerged in the late 1880s.

The property is designated for both its historical and architectural merit.

Notable architectural features:

The complete restoration of the Carousel began in 2017 and continued to 2025. Restoration was completed by mirroring as closely as possible the historic architecture of the Carousel and returning it to near factory condition.

The architectural features include:

- 28 hand-carved wooden horses
- real metal horseshoes on carousel horses
- horses posed to mimic galloping horses
- horses have hollow heads and necks, laminated bodies, solid tails, manes and legs
- dog heads, fish and corn cobs carved into saddles of horses
- one four-person hand-carved wooden bench seating unit in the style of a chariot
- decorated wooden panels on central A-frame of carousel
- Rounding boards of sectional panels circling the edge of canopy that feature carved dragons, branches and flowers.
- carved frames surrounding mirrors on sectional panels on edge of canopy
- fabric canopy of panels
- Eli motor drive
- Wurlitzer Band Organ.

Historical value:

Built between 1918 and 1920, the Carousel was built by C.W. Parker, who called himself the “Amusement King”. The Carousel was purchased by the Fort William Parks Board from Mrs. King’s Travelling Carnival which went into bankruptcy while operating at Chippewa Park in 1934.

During the period in which the Chippewa Park Carousel was built by C.W. Parker, his company employed World War I German prisoners of war as skilled woodworkers to carve his creations. Between 1895 and 1926, the C.W. Parker Carnival and Supply Company of Leavenworth, Kansas, constructed approximately 800 carousels (also known as “Carry-us-Alls”), but only three are known to remain intact; the Chippewa Park Carousel is one of those.

During the Great Depression of the 1930s, the demand for carousels and other amusement park rides significantly declined. This, coupled with the trend towards mechanization and mass-production, with cheaper materials, devalued the art of carousel construction. Folk art collectors began to purchase individual carousel animals, increasing the rarity of a complete, intact carousel.

The Chippewa Park Carousel as an amusement park ride also has cultural significance. Amusement parks provide a visible record of modern North American culture, reflecting broader trends in social history and acting as extravagant and flamboyant alternatives to the ordinary and routine lives of park patrons. Amusement parks and their rides are symbols of both urbanization and industrialization, two major processes that shaped the modern world and which rose to significance beginning in the mid-19th century.

Contextual value:

The Carousel has been located at Chippewa Park since its purchase in 1934 from a travelling carnival owned by Mrs. Maude E. King that went bankrupt. However, because the Chippewa Park Carousel is a moveable structure, the property on which it resides can be changed.

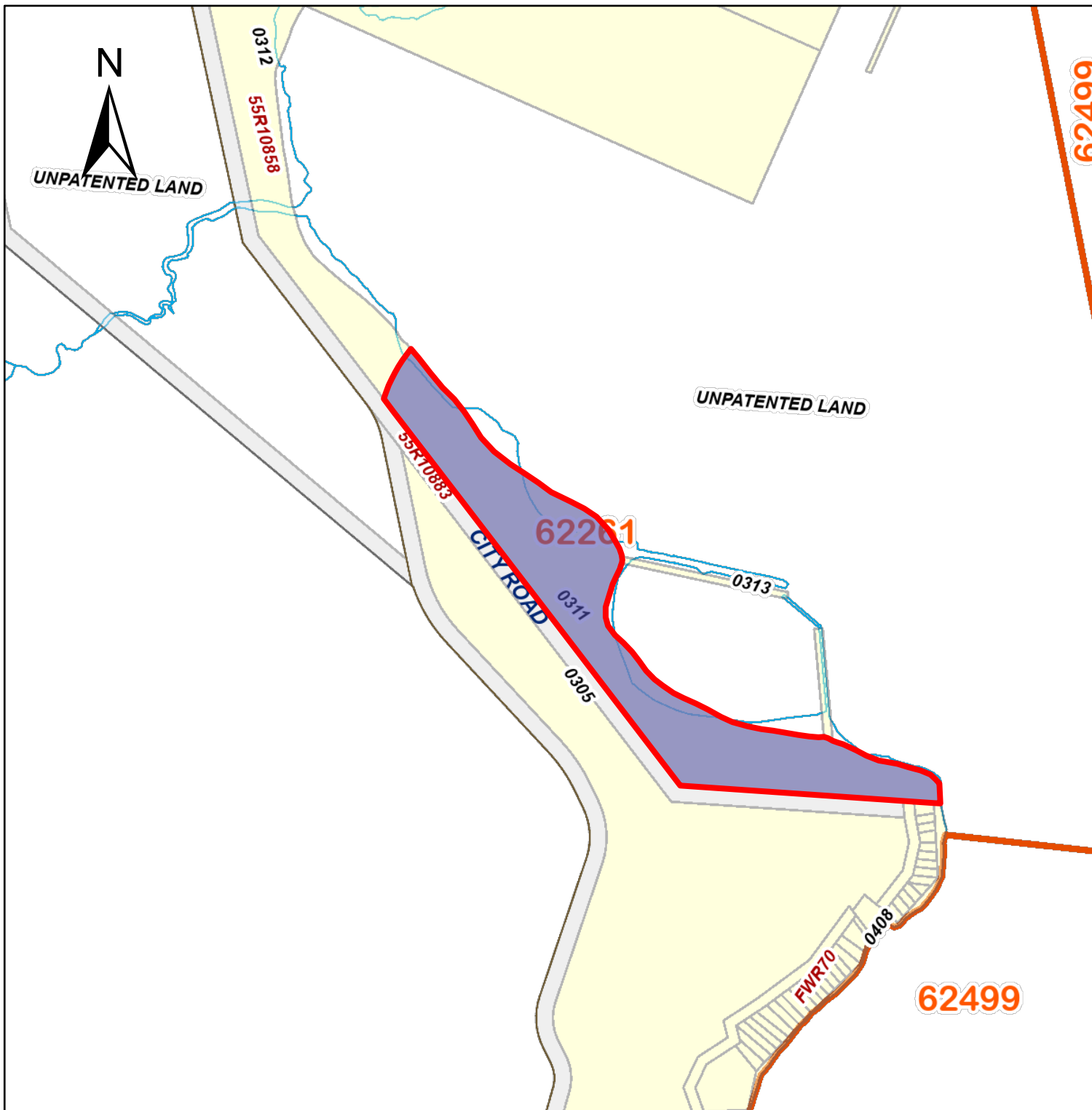
Should the City decide to move the Carousel to another permanent location, the designation property description may be altered.

Prepared by Kimberly Costa
October 3, 2012

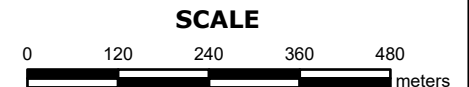
Updated by Tom Forsythe and Werner
Schwar
September 24, 2025

Kimberley Costa revisions
September 30, 2025

Final revised version as adopted by the
Heritage Advisory Committee
at its meeting held on September 25, 2025



PRINTED ON 14 OCT, 2025 AT 11:13:36
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PROPERTY INDEX MAP

THUNDER BAY(No. 55)

LEGEND

FREEHOLD PROPERTY	
LEASEHOLD PROPERTY	
LIMITED INTEREST PROPERTY	
CONDOMINIUM PROPERTY	
RETIRED PIN (MAP UPDATE PENDING)	
PROPERTY NUMBER	0449
BLOCK NUMBER	08050
GEOGRAPHIC FABRIC	
EASEMENT	

THIS IS NOT A PLAN OF SURVEY

NOTES

REVIEW THE TITLE RECORDS FOR COMPLETE PROPERTY INFORMATION AS THIS MAP MAY NOT REFLECT RECENT REGISTRATIONS

THIS MAP WAS COMPILED FROM PLANS AND DOCUMENTS RECORDED IN THE LAND REGISTRATION SYSTEM AND HAS BEEN PREPARED FOR PROPERTY INDEXING PURPOSES ONLY

FOR DIMENSIONS OF PROPERTIES BOUNDARIES SEE RECORDED PLANS AND DOCUMENTS

ONLY MAJOR EASEMENTS ARE SHOWN

REFERENCE PLANS UNDERLYING MORE RECENT REFERENCE PLANS ARE NOT ILLUSTRATED



PROPERTY DESCRIPTION: PT FORT WILLIAM INDIAN RESERVE NO. 52 (GRAND TRUNK PACIFIC) 1600 ACRES AS IN OFW38404; THUNDER BAY

PROPERTY REMARKS:

ESTATE/QUALIFIER:

FEE SIMPLE
LT CONVERSION QUALIFIED

RECENTLY:

FIRST CONVERSION FROM BOOK

PIN CREATION DATE:

2004/05/25

OWNERS' NAMES

THE CORPORATION OF THE CITY OF THUNDER BAY

CAPACITY SHARE

BENO

REG. NUM.	DATE	INSTRUMENT TYPE	AMOUNT	PARTIES FROM	PARTIES TO	CERT/ CHKD
** PRINTOUT	INCLUDES ALL	DOCUMENT TYPES AND	DELETED INSTRUMENTS	SINCE 2004/05/21 **		
**SUBJECT,	ON FIRST REGISTRATION UNDER THE	LAND TITLES ACT, TO:				
**	SUBSECTION 44(1) OF THE LAND TITLES ACT, EXCEPT PARAGRAPH 11, PARAGRAPH 14, PROVINCIAL SUCCESSION DUTIES	*				
**	AND ESCHEATS OR FORFEITURE TO THE CROWN.					
**	THE RIGHTS OF ANY PERSON WHO WOULD, BUT FOR THE LAND TITLES ACT, BE ENTITLED TO THE LAND OR ANY PART OF					
**	IT THROUGH LENGTH OF ADVERSE POSSESSION, PRESCRIPTION, MISDESCRIPTION OR BOUNDARIES SETTLED BY					
**	CONVENTION.					
**	ANY LEASE TO WHICH THE SUBSECTION 70(2) OF THE REGISTRY ACT APPLIES.					
**DATE OF CONVERSION TO	LAND TITLES: 2004/05/25	**				
OFW38404	1962/01/05	TRANSFER	\$10,000		THE CORPORATION OF THE CITY OF FORT WILLIAM	C
TY206383	2015/11/03	APL CH NAME OWNER		THE CORPORATION OF THE CITY OF FORT WILLIAM	THE CORPORATION OF THE CITY OF THUNDER BAY	C

City Council Report

REPORT NUMBER 322-2025-Growth-

DATE

PREPARED

October 7, 2025

FILE

**CITY COUNCIL
MEETING DATE**

October 21, 2025

SUBJECT

Introduction of the Draft Smart Growth Action Plan

RECOMMENDATION TO CITY COUCIL

For Information Only.

EXECUTIVE SUMMARY

This report introduces the draft Smart Growth Action Plan, a community vision for sustainable growth. The Plan identifies targets to grow Thunder Bay's tax base, population, and conditions for economic growth. The 10-year plan includes over 100 actions to achieve these targets in collaboration with community partners.

This report outlines the process followed to create the Plan, including the participation of Task Force Growth and extensive public consultation.

The Plan will undergo detailed review by the Standing Committee on Growth, as well as additional public engagement, before being presented to City Council for approval on December 2, 2025.

DISCUSSION

The Smart Growth Action Plan has been developed as a tool to grow Thunder Bay's tax base, population, and conditions for economic growth. The Plan has brought many of the city's major institutions together to collaborate on a shared vision for sustainable growth.

Development of the Plan has been led by Task Force Growth, convened by the City Manager in late 2024. A full membership list for the Task Force is available in the appendix of the draft Smart Growth Action Plan accompanying this report.

The Plan builds on the insights and opportunities identified in the Economic Growth Assessment recently completed by the Thunder Bay Community Economic Development Commission (CEDC), a summary of which is included as an appendix to the Smart Growth

Action Plan. The CEDC has played a key role in the development of the Plan, with Chief Executive Officer Jamie Taylor serving as a Vice-Chair of Task Force Growth.

The Smart Growth Action Plan responds to years of slow growth in Thunder Bay, compared to other Canadian cities. This low growth limits business development opportunities, employment and earnings potential for workers, and the municipal revenue needed to sustain the services residents rely on.

Yet the opportunity is clear: there are early positive signs that growth is happening. With revitalization of both downtown cores underway, new housing construction and renewed interest in larger commercial and industrial investments, Thunder Bay has a strong foundation for growth.

The Smart Growth Action Plan outlines over 100 actions that will build on this foundation. The Plan is based around three Pillars:

- **Readiness:** Preparing Thunder Bay to support growth with shovel-ready lands, resilient infrastructure, and clear processes.
- **Attraction:** Enhancing the city's appeal by fostering active downtowns, welcoming public spaces, and a strong community identity.
- **Talent:** Setting the groundwork for a city where skilled people choose to build their careers, graduates find opportunities, and workers are set up to thrive.

Actions in the plan are organized within the three pillars and assigned a timeline and lead organization. Successful implementation of the actions will depend on collaboration among multiple partners working with the lead organizations.

To monitor success of the Plan, a framework of Key Performance Indicators (KPIs) and Performance Indicators (PIs) is established (see *Part 3: Delivering Results*). Progress on these metrics and implementation of the Plan's actions will be reported annually to Council.

The Plan will undergo detailed review by the Standing Committee on Growth at meetings on October 28 and November 25, as well as additional public engagement, before being presented to City Council for approval on December 2, 2025.

CONSULTATION (INCLUDING STANDING COMMITTEES AND/OR PUBLIC ENGAGEMENT)

Significant public consultation has helped shape the Plan – reflecting the needs, priorities and values of Thunder Bay residents. In spring-summer 2025, public input was gathered through facilitated focus groups, town halls, targeted meetings, and a public survey.

Throughout this first phase of public engagement, the City's Growth team heard from newcomers to Thunder Bay, young professionals, local businesses and business associations, Indigenous organizations, education, law enforcement, and other community groups.

The feedback received in this first phase of public engagement has meaningfully shaped the Smart Growth Action Plan. A number of actions were approved by Task Force Growth specifically to respond to community input.

A second phase of public engagement will begin in conjunction with the presentation of this report. This includes a public survey and follow-up meetings with focus groups and other stakeholders. The results of this engagement will be summarized in future reports to the Standing Committee on Growth (November 25, 2025) and City Council (December 2, 2025).

This public engagement builds on the significant contributions of the 25 members of Task Force Growth, who have contributed expertise and ensured the perspectives of sectors ranging from business and industry to health and education are represented.

FINANCIAL IMPLICATION

Funding and financing the Smart Growth Action Plan will require a balanced approach that combines municipal commitment with external resources. The precise share of municipal contributions is not yet known, as many actions will be delivered through partnerships or supported by external funding sources, rather than funded directly by the City.

Wherever possible, the City would leverage grants and programs from other orders of government, as well as investments from industry and community partners, to maximize impact and reduce the local burden. Collaboration will be key, sharing costs, aligning resources, and pooling expertise to advance projects that benefit the whole community. Although every action in this Plan is achievable within the ten-year timeframe, success will depend on working together across sectors to sustain momentum and bring this shared vision to life.

BACKGROUND

The Smart Growth Action Plan was included in the 2025-2027 City Manager's Workplan presented to City Council on February 10, 2025.

An initial presentation on the development of the Smart Growth Action Plan was delivered in a Non-Business Meeting on June 16, 2025.

REFERENCE MATERIAL ATTACHED

Attachment A - Draft Smart Growth Action Plan

REPORT PREPARED BY

Matt Pearson, Senior Advisor for Growth – Growth Department
Ian Kaufman, Policy & Research Analyst – Growth Department

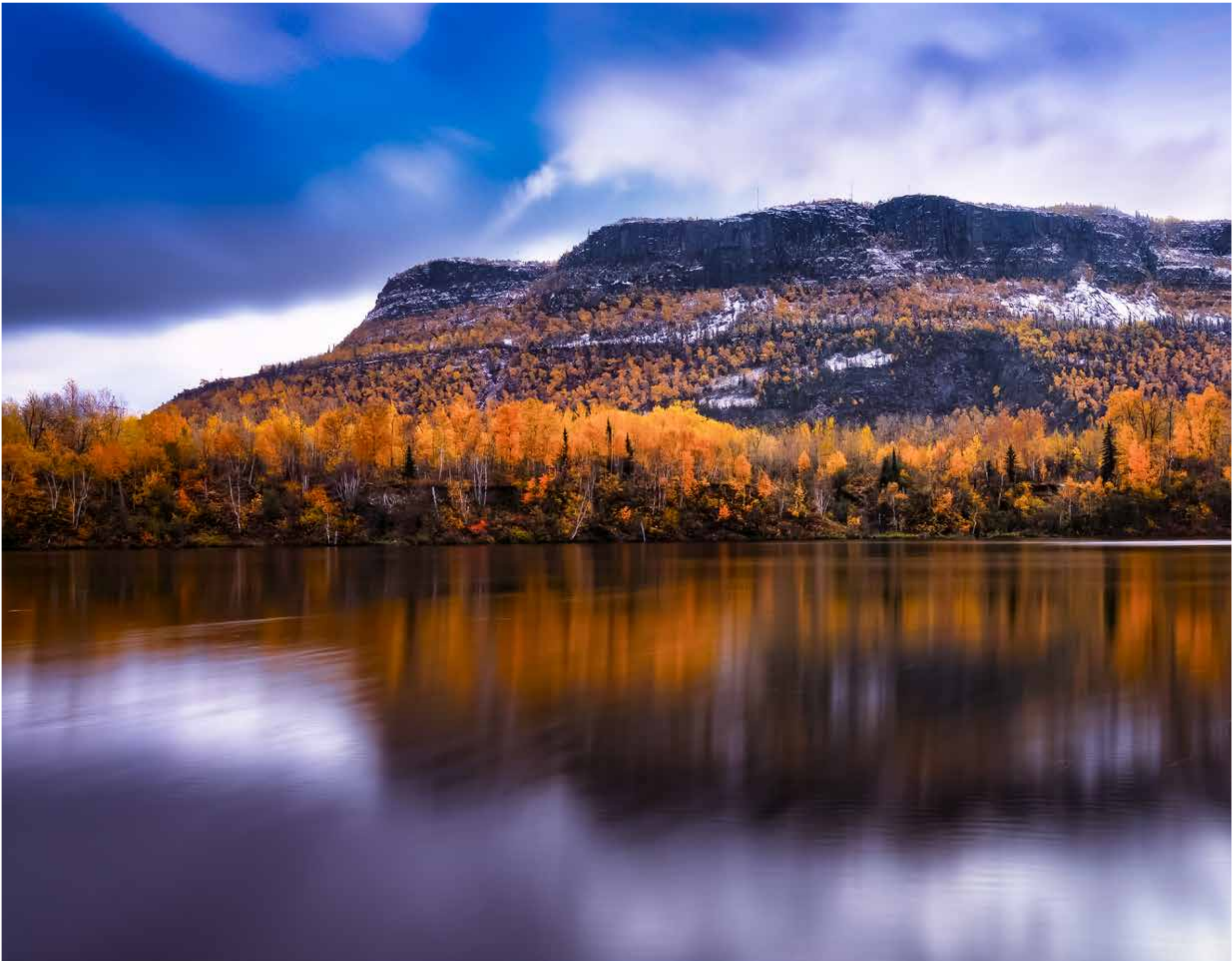
REPORT SIGNED AND VERIFIED BY

Kerri Marshall, Commissioner – Growth Department

Date (10/15/2025)

Smart Growth Action Plan

A 10-Year Roadmap for
Sustainable Growth in
Thunder Bay



© Jack Hamlin

Land Acknowledgement

We acknowledge that the land on which we have the privilege to live is the ancestral lands of the Anishinaabe peoples and traditional territory of Fort William First Nation – signatory to the Robinson-Superior Treaty of 1850. This land, traditionally known as Anemki Waijw, has been a place of gathering, learning, and exchange for thousands of years and remains sacred to its Indigenous stewards.

We also recognize the contributions of the Métis to this area, and that a diversity of Indigenous people now call this land home as well. As we acknowledge the deep history and ongoing presence of Indigenous communities on this land, we honour their distinct cultures, histories, and connection to the land. We are committed to walking together in the spirit of reconciliation and partnership, and to continual growth - in our understanding, in the strength of relationships, and in our shared responsibility to this land and its peoples.

We acknowledge that meaningful growth begins with honouring the truths of the past and listening, learning and acting in the present for the betterment of the future. By uplifting Indigenous voices and experiences, together we can grow a future rooted in respect, guided by reconciliation, and enriched by the shared strength and prosperity of the land and peoples.

Our actions must reflect our acknowledgement, and our paths forward be guided by the wisdom of those who have long cared for this land.

This plan will only succeed through working closely with Indigenous partners. True growth means building trust, listening with respect, and creating opportunities together so that the benefits are shared by all, grounded in respect for the land and peoples who have always been here.

Photo of the traditional lands known as Anemki Waijw (Mount McKay)

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*Roundabout under construction
on Water Street.*



Community Voices: What Makes Thunder Bay Great

Planning for growth begins with recognizing what already makes Thunder Bay a place of pride. Through a recent community campaign, residents were invited to share what makes Thunder Bay great – in their own words, Awa Diakhate highlighted that the city’s greatest strength lies in the people who choose to call it home.

“Thunder Bay welcomed us like an old friend; with snowy sidewalks, kind neighbours, and endless skies. As newcomers from Africa, my family and I were searching for more than a new home; we were searching for a fresh start. And we found it here.

What makes Thunder Bay great isn’t just the nature (although it’s breathtaking), or the space (which feels like freedom), but the people. The small business owners who remember your name. The community centres filled with laughter and inclusion. The festivals that light up the heart of the city, one drumbeat at a time.

I love how this city celebrates diversity while staying rooted in authenticity. It’s a place where a Senegalese mom can create culinary events, start a new business, and dream BIG again. It’s a place where kids can grow with snow in their boots and kindness in their hearts.

To make it even better? Let’s keep opening doors. More support for immigrant entrepreneurs, more creative spaces for young people, and more cross-cultural events to learn from one another.

Thunder Bay is more than a dot on the map. It’s a land of rebirth, strong coffee, and stronger community. And I’m proud to call it home.”

- AWA DIAKHATE,
LOCAL RESIDENT



© Kirvan Photography

Introductory Messages



Message from the Mayor

Thunder Bay’s future is built on collaboration, confidence, and community. The Smart Growth Action Plan is our commitment to grow with purpose and to make certain every resident and every business can share in that success. Our city stands at a defining moment. We are already seeing signs of progress in our economy, our housing supply, and our community life. Together, we can build on this momentum and create a more vibrant, inclusive, and prosperous Thunder Bay for generations to come.

- MAYOR KEN BOSHCOFF



© Scott Mackay

Learn more about Task Force Growth in Appendix A

Message from Task Force Growth

As leaders from across Thunder Bay's institutions, businesses and community organizations, we believe in the power of collaboration to shape a stronger, more inclusive future for Thunder Bay.

We are proud to present the Smart Growth Action Plan as a practical, community-driven roadmap that focuses our collective efforts for the greatest impact. Task Force Growth was formed to bring together diverse voices and expertise, and has guided the development of this plan.

The organizations we represent are committed to taking action - through hiring, development, investment, and innovation - because meaningful growth requires leadership across our city.

The Smart Growth Action Plan is about more than numbers - it is about creating a city where everyone can thrive, making Thunder Bay an even better place to live today, and for generations to come.



John Collin
Chair and City Manager

As City Manager and the Chair of Task Force Growth, I am honoured to be part of this dedicated group of local leaders. Through robust and thoughtful discussions, I am proud of our unwavering focus on guiding Thunder Bay to grow – for us today, and those who follow tomorrow. This community belongs to all of us – and shaping its future will take our collective effort. Whether you are a resident, business owner, builder or community leader – you have a role to play.



Kerri Marshall
Co-Chair and Commissioner – Growth Department, City of Thunder Bay

It has been a privilege, as one of the Co-Chairs of Task Force Growth, to support the development of this Smart Growth Action Plan. The dedication of the Task Force, the engagement of community members, and the commitment of City Administration have brought this Plan to life, championing responsible development, enhancing community well-being, promoting environmental stewardship, and fostering strong partnerships.



Jamie Taylor
Co-Chair and CEO – Thunder Bay Community Economic Development Commission (CEDC)

Being one of the Co-Chairs of the Task Force Growth is an incredible opportunity to help shape Thunder Bay's future. It also brings the CEDC's focus of economic development to the table along with the many voices of the key stakeholders. The CEDC will do its part by attracting and retaining talent, sparking new investment, and welcoming visitors to experience our community. I look forward to working collaboratively to see our community grow. The future of our city belongs to all of us, and it will take our collective leadership and collaboration to bring it to life.

Let's grow Thunder Bay – together!

Executive Summary

Purpose of the Plan

The purpose of the Plan is to chart a clear path for Thunder Bay to grow the local economy, population and attract new investments. Guided by Task Force Growth, this plan responds directly to years of slower growth compared to other cities. This Plan presents a bold and united vision for long-term prosperity, grounded in the belief that growth must be strategic, inclusive, and sustainable.

What is Smart Growth?

An intentional, inclusive, and sustainable approach to development that supports a strong economy, livable communities, efficient land use, and environmental stewardship.

Why growth matters

Growth supports the things the community cares about most:

Strong neighbourhoods

Reliable services

Local businesses

Good jobs

Welcoming spaces

Opportunities for all

...and the revenue to make it reality

A SMART action is:

S

Specific:

Clearly defined and outcome oriented

M

Measurable:

Progress can be tracked and success evaluated

A

Achievable:

Realistic and attainable with available resources

R

Relevant:

Directly aligns with the Plan's goals and vision

T

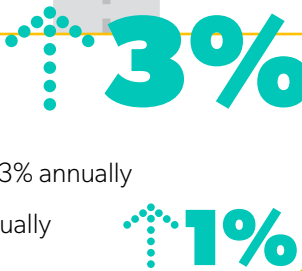
Time-bound:

Clear timeline for delivery

Targets

Grow the property tax base by 3% annually

Grow the population by 1% annually



Pillars

READINESS:

Preparing Thunder Bay to support growth with shovel-ready lands, resilient infrastructure, and clear processes

ATTRACTION:

Enhancing the city's appeal by fostering active downtowns, welcoming public spaces, and a strong community identity

TALENT:

Setting the groundwork for a city where skilled people choose to build their careers, graduates find opportunities, and workers are set up to thrive

SMART GROWTH ACTION PLAN

Vision:

Thunder Bay is a flourishing city where people choose to live, work, and invest with confidence. With a robust economy, dynamic public spaces, and a strong sense of belonging, it is a place where everyone is valued and can thrive

Mission:

Through collaboration and investment in smart growth, we build a healthy and prosperous city.

Delivering Results

The Smart Growth Action Plan will be implemented through collaboration between the City, the CEDC, and community partners. Progress will be measured with clear performance indicators and regular public reporting, promoting accountability and driving lasting outcomes for Thunder Bay.

EVERYONE HAS A ROLE TO PLAY IN SHAPING THE CITY'S FUTURE!

See Section 4: Call to Action

Key Considerations



Financial Sustainability



Inclusiveness



Environmental Stewardship



Innovation



Risk Management



“Thunder Bay is a vibrant city that seamlessly blends the tranquility of nature with the dynamism of urban life, making it an exceptional place to live, work, and grow.”

- WINNIE NGUYEN, LOCAL RESIDENT

The Current Growth Efforts section (page 18) highlights the many new initiatives already helping shape the community’s future.

By taking a smart, strategic approach to growth, Thunder Bay can revitalize neighbourhoods, unlock new housing and business development, and renew critical infrastructure. This will enhance quality of life, strengthen the local economy, improve social well-being, and eases the long-term financial burden on residents.

Growth is not without challenges. The CEDC’s *Economic Growth Assessment and Strategy* (2025) identifies several key issues that influence Thunder Bay’s ability to attract people, jobs, and investment, from aging infrastructure and demographic shifts to limited fiscal capacity and external perceptions. The Smart Growth Action Plan responds to these challenges through focused, achievable actions and key considerations that emphasize long-term thinking, inclusive decision-making, and financial and environmental responsibility.

A summary of the CEDC *Economic Growth Assessment* is included in Appendix B as a foundational input to the Plan.

Achieving this vision will require the active involvement of residents, businesses, and community partners. Everyone has a role to play in shaping the city’s future, from contributing ideas and initiatives to supporting local efforts and being ambassadors for Thunder Bay. This shared responsibility is further outlined in *Section 4: Call to Action*, which highlights the many ways the community can get involved and help turn this plan into reality.

Part 1: Why Growth, Why Now

The Smart Growth Action Plan presents a bold and united vision for long-term prosperity, grounded in the belief that growth must be strategic, inclusive, and sustainable. It is about building on what makes Thunder Bay great, addressing challenges with purpose, and shaping a future where growth supports a high quality of life for everyone.

A growing city generally refers to a city experiencing significant expansion. It is a place where the population is increasing and the economy is flourishing, often leading to new construction, job opportunities, and increased demand for services and new infrastructure. Growth can be organic, driven by natural population

increase and economic development, or it can be influenced by external factors like immigration, and the expansion and relocation of businesses and institutions.

Being resilient and competitive, the city has an opportunity to grow, not just in population, but through investment and economic development. Growth is key to maintaining strong services by expanding the tax base, attracting and keeping skilled workers by creating new opportunities, generating new revenue to reinvest in the community, and supporting long-term affordability for residents. In recent years, growth has been modest – from 2016 to 2021, Thunder Bay’s population increased by just 1.3%, compared to 5.8% across Ontario and

5.2% nationally. A growing population makes a city more attractive for business investment, as it signals a strong workforce, building vibrancy and confidence in investment opportunities.

Over the past decade, Thunder Bay’s property tax base has grown by 7.8%, well below the 31.8% rise in inflation over the same time period. As a result, the City has relied on increasing municipal taxes to keep pace with the rising cost of services. This imbalance has significantly limited the City’s financial capacity to maintain services, infrastructure, and community amenities.

Thunder Bay remains relatively affordable, but this advantage is under pressure. Rising home prices and limited rental options are making it harder, especially for young people, new residents, and older adults to find suitable housing.

Yet the opportunity is clear: we are seeing early positive signs that growth is happening. With revitalization of both downtown cores underway, new housing construction and renewed interest in larger commercial-industrial investments, Thunder Bay has a strong foundation for growth.



What Smart Growth Means for Thunder Bay

Smart Growth is a forward-looking approach to planning and development that helps communities grow in dynamic, inclusive and sustainable ways. This approach emphasizes efficient land use, environmental stewardship, and creating complete, connected, and liveable neighbourhoods.

Modest, well-managed growth can bring real benefits. It supports municipal services, enables infrastructure renewal, and attracts new investment. Growth also helps by drawing in new residents – new neighbours, new opportunities, and new workers who can enter the workforce as others retire.

Growth is not an end goal, it is a means to support the things the community cares about most. This includes strong neighbourhoods, social services, local businesses, good jobs, a healthy environment, welcoming spaces, and opportunities for all.

Here is what the Smart Growth Action Plan can mean for Thunder Bay:

- **For residents**, this Plan is an investment in a shared future, helping to make Thunder Bay a place where families can succeed and neighbourhoods flourish. It is about creating a community where people feel connected, supported, and at home.
- **For new and prospective residents**, the Plan positions Thunder Bay as a city of opportunity - a place to build a career, start a business, raise a family, or find belonging in a welcoming community.
- **For businesses and industry**, it showcases Thunder Bay's advantages - a strategic location, a growing workforce, and affordable costs - creating the conditions to grow, innovate, and invest with confidence.
- **For community partners**, it invites collaboration - aligning efforts across sectors to help shape a welcoming, inclusive, and forward-looking city.

In short, smart growth helps build a Thunder Bay that works better for everyone - a city where people choose to stay, return, or arrive, because they see a future here.



Indigenous Economic Impact in Thunder Bay

The Thunder Bay Community Economic Development Commission (CEDC), in partnership with Fort William First Nation, the Anishnawbe Business Professional Association (ABPA), and the Nishnawbe Aski Development Fund (NADF), is proud to share the Indigenous Economic Impact Analysis for the City of Thunder Bay.

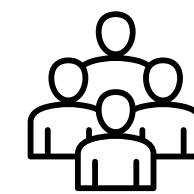
Developed by Indigenous Community Engagement (ICE), this report highlights the significant contributions of Indigenous peoples, communities, businesses, and governments to our local economy. The findings provide valuable data to guide business development, employment, education, and training initiatives—while strengthening the path toward economic reconciliation across Northwestern Ontario and beyond.

KEY FINDINGS

INDIGENOUS SPENDING DIRECTLY **CONTRIBUTED \$411 MILLION TO THUNDER BAY'S GDP** IN 2020. THIS CONTRIBUTION WAS 6.5% OF METROPOLITAN THUNDER BAY'S 2020 GDP.

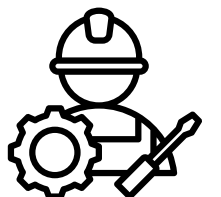


INDIGENOUS SPENDING CONTRIBUTES **\$1.55 BILLION** TO THUNDER BAY'S ECONOMY.



EVERY \$1 MILLION IN INDIGENOUS SPENDING RESULTS IN **7 FULL TIME JOBS** IN THUNDER BAY.

DIRECT INDIGENOUS SPENDING IN THUNDER BAY **CREATED 3,134 FTE JOBS** IN 2020.



Read the [full report here](#) (scan the QR code):



A Plan with Purpose

The Smart Growth Action Plan provides a clear framework designed to support growth in Thunder Bay’s population, job opportunities, and tax base over the next 10 years. As a living document, it will be reviewed every two years and adjusted to respond to emerging needs, changing economic conditions, and social pressures.

The Plan is informed by the CEDC’s Economic Development Growth Assessment and Strategy, which has identified Thunder Bay’s key challenges and opportunities. That strategy has projected modest growth in Thunder Bay’s population. The Smart Growth Action Plan aims to improve on those numbers through deliberate, targeted actions that support population growth.

The Smart Growth Action Plan also includes specific actions to strengthen investment attraction and support services, spaces, and opportunities.

The Plan will help to:

- Attract and guide investment where it can have the greatest impact
- Sustain services, attract talent and grow the tax base
- Enhance community safety and well-being
- Provide a clear roadmap to move from vision to action through practical, inclusive, and sustainable growth
- Support Indigenous economic development

“ Here, the daily grind is a distant memory. No soul-crushing 1.5-hour commutes, no more waking up super early praying you don’t get stuck in traffic morning or evening for 3 extra hrs. Instead, I get to enjoy the luxury of time! ”

- KEVIN MACDONALD

Vision & Mission

To help shape a collective and strategic path forward, Task Force Growth informed a vision and mission for the Plan.

Vision: Thunder Bay is a flourishing city where people choose to live, work, and invest with confidence. With a robust economy, dynamic public spaces, and a strong sense of belonging, it is a place where everyone is valued and can thrive.

This means:

- A city that is doing well in many areas including its economy, the environment and social well-being
- A city where people can find affordable housing and high quality of life
- A city with a strong and diverse economy with job opportunities and support for local business
- A city where people feel connected to their community
- A city where all people have the opportunity to succeed

Mission: Through collaboration and investment in smart growth, we build a healthy and prosperous city.

This means:

- A city where people and organizations work together to make better decisions and investments
- A city that invests in infrastructure like roads, transit, housing and green spaces
- A city that supports people’s physical and mental well-being through clean air, water, active transportation, and health services

Key Considerations

Five key considerations shaped the development of this Plan, helping to balance short-term opportunity with long-term value. These lenses shape each action and inform an approach that is responsible, inclusive, and future-focused.

- 

Financial Sustainability: Focuses on long-term value, cost efficiency and responsible investment, so Thunder Bay remains affordable and prosperous.
- 

Inclusiveness: Growth must be accessible to all residents and informed by a diverse set of voices. Equity is essential in planning new neighbourhoods, engaging with communities, and supporting local businesses.
- 

Environmental Stewardship: Prioritizes responsible land use and the protection of natural systems to support long-term climate resilience.
- 

Innovation: Embraces new ideas, digital tools, creative policies, and partnerships. Growth benefits from fresh thinking and cross-sector collaboration. This includes exploring emerging technologies like artificial intelligence (AI), which can help improve service delivery, planning, and decision-making.
- 

Risk Management: Highlights the importance of proactive planning, flexibility, thoughtfully assessing risks, and adjusting course when needed. Growth brings uncertainty, but risk can be managed without losing momentum.

Together, these considerations provide the foundation for a balanced and thoughtful approach to smart growth in Thunder Bay.



© Tim Barfield



Growth Targets

Building on the vision and mission, this Plan identifies two key targets to guide growth over the next decade:

- Grow the property tax base by 3% annually
- Grow the population by 1% annually

Property tax base growth refers to increases in Thunder Bay's total property assessment value driven by new developments, redevelopment, and major improvements. Expanding the tax base generates new tax revenue. Achieving a targeted 3% annual increase will help the City keep pace with inflation and rising costs while limiting additional tax burden on existing residents.

To reach this target, Thunder Bay will need to grow its population by approximately 1% each year. These targets are connected; a growing population supports a growing tax base, and vice versa.

Achieving this level of growth will not happen all at once. This Plan is designed to unfold over the next 10 years, focusing on steady and manageable growth. The goal is not to match the growth rates of fast-growing cities, but to achieve steady, sustainable growth that Thunder Bay can support.

Snapshot of Growth

Thunder Bay's total property tax assessment is just under \$12 billion (as of 2025). To achieve the 3% annual growth target, the City would need approximately \$350 million in new assessment value each year.

 **3%**
TAX BASE GROWTH

 **1%**
POPULATION GROWTH



Building a More Balanced Tax Base

Thunder Bay's tax base is built on a strong residential foundation, with homes making up approximately 84% of total property assessment. While continued residential growth is important, a tax base that is heavily reliant on residential properties places more financial responsibility on residents to fund city services and infrastructure.

Attracting more commercial and industrial investment, in addition to residential growth, is vital to building a more balanced and sustainable revenue mix. These properties typically contribute more in taxes than they require in municipal services, helping fund public services, reduce pressure on residential taxes, and bolster the local economy.

A more diversified tax base will help Thunder Bay weather economic shocks, invest in public services, and maintain long-term affordability for residents.



Integrating Environmental Stewardship into the Plan

Environmental stewardship is a key consideration of the Plan. By embedding environmental considerations included in the City of Thunder Bay's Net-Zero Strategy and other policies into land development, housing, infrastructure, and service delivery, the Plan promotes efficient resource use, resilient infrastructure, and compact, connected communities. These approaches help reduce environmental impact, strengthen climate resilience and climate change mitigation supporting long-term community well-being.

Environmental stewardship is integrated in an inclusive way across the Plan – guiding growth decisions so they support both economic opportunity and environmental sustainability. This approach creates the conditions for growth that is sustainable and competitive.



Current Growth Efforts

Thunder Bay has already taken meaningful steps to position itself for long-term growth, and there are positive signs these efforts are beginning to pay off. The City has launched several key initiatives aimed at making it easier to invest, build and do business here, while community partners are launching and expanding numerous projects that set a strong foundation for growth. From new policies and financial tools to redevelopment projects and strategic investments in public lands, these actions build momentum and signal to the community that growth is a key priority.

The following list highlights some of the recent and ongoing work to support and accelerate growth across Thunder Bay:

- **The new One-Stop Development Shop** opened summer of 2025 - making it faster and easier to do business in Thunder Bay.
- The new **North Core Streetscape** stretches of Red River Road and Court Street have heightened the appeal of Thunder Bay's north core and will support expanded opportunities for markets and events.
- **Improvements to Thunder Bay's waterfront** include an expansion of the Marina Park festival area to better support concerts and other events.
- **Plans to reimagine the Pool 6 lands** will build on these waterfront improvements, transforming this unique site into a space that supports public use and future investment.
- The **continued success of housing programs** will increase the supply and affordability of housing by making it easier to build, offering financial incentives like the Housing CIP, and unlocking new lands for infill housing.
- **A new Financial Policy for Growth** will guide how we fund and manage growth in a sustainable way, using revenue from new growth to support growth-related initiatives.
- The CEDC is **expanding a lifestyle-focused marketing effort** to highlight Thunder Bay's short commutes, vibrant food and arts scene, after-work experiences, and unparalleled access to nature.
- **The demolition of Victoriaville Mall** is underway - opening the door for new investment and revitalization in the South Core.
- The **Create. Connect. Grow. Culture Plan** will support downtown revitalization and inclusive economic development through investments in culture, creativity, and community vibrancy.
- The **City-Wide Community Improvement Plan (CIP)** offers incentives to support industrial and commercial growth.
- **A new Indoor turf facility** is under construction and will provide expanded year-round recreation and sport tourism opportunities.

- The **Welcoming Community Action Plan** will help newcomers feel at home, connecting them with the information, services, and supports they need to thrive.
- A new **welcome package** will be a comprehensive resource to help new workers and their families settle in the community, including guidance on housing, schools, services, and community life.
- Providing **business succession** assistance to support the continuity of local businesses through new programs and services that help with succession planning.
- The **Thunder Bay Airport is expanding capacity** to enhance customer service and support growth, with expansions to parking, food and drink options, security, and the check-in and departure areas.
- Residents and businesses will have access to **state-of-the-art connectivity** with Tbaytel expansions of fibre technology and high-capacity 5G wireless.
- Charting a course to **more sustainable and efficient local buildings** with a feasibility study examining green development guidelines.
- The Thunder Bay Youth Transitional Housing project on Junot Avenue is part of an **expansion of transitional housing**, supporting Indigenous youth with 58 available units.
- **The Port of Thunder Bay is meeting growing demand** and improving cargo handling efficiency by reconfiguring its Project Cargo Terminal.
- Lakehead University's new Collaborative Doctor of Veterinary Medicine Program will train 20 northern students each year, **improving access to veterinary care** for residents and the agricultural sector.
- The upcoming completion of the **Rogers Tennis Dome** at Chapples Park will boost year-round recreation and sport tournament opportunities.
- Planning is underway for **major upgrades to the Thunder Bay Expressway and construction of the Northwest Arterial**, improving road safety and opening opportunities for housing development in the northern area of the city.
- Supporting Thunder Bay's housing goals, the development of lands along Central Avenue will **unlock the potential for over 1,260 new homes**, leveraging nearly \$20 million in provincial funding.
- **The Fort William BIA is exploring expanding its boundaries**, bringing more retail and business addresses into the district, broadening the storefront mix, and strengthening coordinated efforts on marketing, safety, and beautification in the south core.

Part 2:

From Vision to Action

Realizing the vision set out in this Plan requires a focused commitment and clear path forward. Grounded in community input and collaboration, the Plan reflects the voices of residents, business owners and community partners, highlighting what matters most to the community now and into the future.

Pillars for Growth

This Plan is built around three strategic pillars: Readiness, Attraction, and Talent. These pillars reflect the interconnected roles of the Municipality, community partners, and residents in enabling smart, sustainable growth.

01

READINESS



Focus on the foundational work planning, infrastructure, and internal coordination that prepares the city for growth.

02

ATTRACTION



Focus on making Thunder Bay more vibrant, welcoming and competitive.

03

TALENT



Focus on the importance of attracting, developing, and retaining a skilled and diverse workforce.



The Spirit Garden at Prince Arthur's Landing.

Each pillar includes a set of SMART actions designed to drive measurable progress towards the Plan's goals of increasing tax assessment and population growth. These actions follow a structured approach – making each one specific, measurable, achievable, relevant, and time-bound - and clearly aligned with the Plan's overall direction.

A SMART action means:

- S

Specific:
Clearly defined and outcome oriented.
- M

Measurable:
Progress can be tracked and success evaluated.
- A

Achievable:
Realistic and attainable with available resources.
- R

Relevant:
Directly aligns with the Plan's goals and vision.
- T

Time-bound:
Clear timeline for delivery.

The Smart Growth Action Plan places a deliberate emphasis on concrete action over analysis. While it is grounded in strategy and long-term vision, its primary purpose is to drive action through clear, practical steps that can be tracked, measured, and refined over time.

This Plan moves beyond high-level approaches to identify over 100 specific actions the City and its partners can take to support population growth, job creation, and a strong, growing, balanced tax base.

How to Read the Actions

Action items have been sorted by pillar and given a timeline of:

- Short-term (1-3 years)
- Medium-term (4-6 years)
- Long-term (7-10 years)

Each action item has a designated **Lead Organization**, but success will depend on collaboration among multiple partners. Leads may shift during the implementation phase.

The full list of SMART actions organized under each pillar is included in Appendix C.

READINESS



© Kirvan Photography

Multi-residential units
under construction.



Readiness: Building a Growth Ready City

Readiness means making sure Thunder Bay has the conditions needed to support growth, including shovel-ready lands, resilient infrastructure and clear processes that come together to fuel growth and opportunity. It is about preparing Thunder Bay to welcome and enable sustainable long-term growth.

To support readiness, this pillar focuses on areas such as:

- Supporting commercial and industrial development to strengthen the local economy
- Expanding diverse housing options to meet current and future needs
- Streamlining processes to make development more efficient and responsive
- Promoting sustainable and inclusive growth that reflects community values
- Delivering City services that support growth
- Investing in infrastructure that enables growth

To highlight areas of focus within this Plan, several groups of actions are presented as *Spotlight Actions* to complement each pillar’s action lists. These sections showcase how specific actions work together to address a critical theme, such as housing, land readiness, or infrastructure. Rather than listing actions in isolation, the Spotlights draw connections, illustrate the impact of coordinated efforts, and demonstrate how the Plan translates vision into measurable change. They are intended to help readers see how targeted initiatives can advance multiple goals at once.

Spotlight:

Activating Lands for Commercial and Industrial Growth

Industrial and commercial lands are essential drivers of a strong economy. They support businesses, create jobs, and shape the character of cities. Advancing smart growth means strategically unlocking and optimizing these lands to attract investment, align development with existing infrastructure, and meeting the evolving needs of the community.

The following actions highlight how the Plan will activate development-ready industrial and commercial lands. Each action supports smart growth principles such as strategic infill, land optimization, and encouraging business to move quickly from interest to investment:

- **R15 – Shovel-Ready Opportunities:** Increasing the availability of shovel-ready commercial and industrial lands enables faster, strategic development. This aligns with smart growth by focussing development in areas already serviced by infrastructure and encouraging coordinated and sustainable land-use.
- **R14 – Industrial Park/Hubs:** Developing an industrial park and/or a network of well-serviced hubs will create a flexible and scalable framework for business attraction. This supports sector clustering and responds to emerging business needs.
- **R7/R12 – Neebing and Strathcona Industrial Lands:** Declaring surplus and marketing City-owned industrial lands on Neebing Avenue and Strathcona Avenue will help unlock development opportunities in serviced or partially serviced areas.
- **R9 – Intercity Development:** Targeted incentives to support infill in this commercial and light industrial area will help unlock underutilized land and strengthen this centrally located economic hub.

Together, these actions help to bring industrial and commercial lands online in an efficient and strategic way, creating space for business growth and job creation, while supporting a well-planned community.



Table 1: Readiness Action List

Table XX.XX providReadiness: Focus on Preparing for Growth				
Name		Action	Timeline	Lead
Supporting Commercial & Industrial Development				
R1	City-Wide Growth Community Improvement Plan	Implement the recently approved city-wide Growth Community Improvement Plan (CIP) to support investment attraction opportunities.	Short	CTB
R2	Commercial Land Needs Study	Conduct a long-term commercial land needs assessment, including a retail gap analysis, to guide future land use planning and support competitiveness for retail and service-based growth.	Short	CTB/CEDC
R3	Industrial Land Intensification Strategy	Work with active industrial and public sector property owners to develop opportunities to intensify their lands.	Short	CEDC
R4	Underutilized Commercial/Industrial Properties	Support the repurposing of underused privately-owned and City-acquired properties, enabling redevelopment through incentives, partnerships, by-laws and/or other planning tools. This includes revitalizing aging commercial areas into mixed-use neighbourhood hubs.	Short	CTB
R5	Innova Business Park Review	Take a fresh look at Innova Business Park development guidelines in alignment with CEDC priorities, current and emerging opportunities, and address constraints to accelerate development in the Park.	Short	CTB
R6	Central Avenue Lands	Develop a vision and construct municipal services, such as road and water services for the Central Avenue lands to open opportunities for residential and commercial uses.	Short	CTB
R7	Neebing Avenue Industrial Lands	Declare City-owned industrial lands on Neebing Avenue as surplus and market for sale to support near-term economic development.	Short	CTB
R8	Strategic Industrial Development of Mission & McKellar Islands	Prepare Mission and McKellar Islands for future industrial and employment growth by assessing development potential and identifying infrastructure needs.	Short	CTB
R9	Intercity Development	Develop specific initiatives to enhance the light industrial and commercial footprints in the Intercity area.	Short	CTB
R10	Industrial Land Opportunities	Market the new range of distinct industrial and commercial development opportunities.	Medium	CEDC

Spotlight:

Advancing Smart Growth Through Housing

Housing is the building block of communities - it shapes neighbourhoods, attracts investment, and influences how efficiently the city grows. Advancing smart growth means creating housing options that are affordable, well-located, and aligned with existing infrastructure and community needs.

The following actions provide a snapshot of how the Plan will take a targeted, collaborative approach to increase housing supply and choice. Each action supports smart growth principles such as infill development, land optimization, downtown revitalization, and compact urban form:

- **R17 – Infill Housing in Urban Serviced Areas:** Encouraging housing in areas already connected to roads, water, and sewer infrastructure helps reduce sprawl, lower infrastructure costs, and create neighbourhoods that are more walkable and transit-friendly.
- **R22 – Underutilized Residential Properties:** Bringing tax-acquired and underused residential properties back into productive use adds housing supply, improves neighbourhood aesthetics.
- **R19 – Public Lands for Housing:** Working with partners to identify and unlock surplus lands for housing, particularly affordable and missing middle options, demonstrates leadership in maximizing public assets and enabling smart, coordinated growth.
- **R18 – Increase Housing in the Downtown Cores:** Encouraging housing development in the downtown cores supports economic vitality, walkability, and long-term affordability. This action promotes higher-density, mixed-use living close to jobs, transit, and services.

Together, these actions help deliver more housing where it makes the most sense - strengthening neighbourhoods, improving livability, and supporting a more sustainable future for Thunder Bay.



Photo of the construction of an 18-unit apartment building being constructed along Algoma Street. This project was a successful recipient of funding through the Housing Accelerator Fund program.

© Kirvan Photography



Brownfield Development: The redevelopment or reuse of previously developed land, often former industrial or commercial sites that may be underused, vacant, or contaminated. Brownfield projects typically require remediation or infrastructure upgrades but can revitalize established areas and make more efficient use of existing services.

© City of Thunder Bay

Readiness: Focus on Preparing for Growth

	Name	Action	Timeline	Lead
R11	Burwood Road Growth Opportunities	Expand the Burwood Road municipal utility services to enable the highest and best use of the lands.	Medium	CTB
R12	Strathcona Avenue Industrial Lands	Declare City-owned industrial lands on Strathcona Avenue as surplus and market for sale to support economic growth.	Medium	CTB
R13	Brownfield Redevelopment Strategy	Develop a comprehensive strategy that strengthens brownfield redevelopment through policy, incentives and partnerships.	Medium	CTB
R14	Industrial Park/ Hubs	Construct an industrial park and/or a network of strategically located well-serviced industrial hubs in collaboration with the private sector.	Medium	CTB
R15	Shovel-Ready Opportunities	Establish shovel-ready lands through site certifications.	Medium	CTB
Housing				
R16	Housing Mix and Affordability	In collaboration with other levels of government, the District of Thunder Bay Social Services Administration Board (DSSAB), developers, employers, and housing partners, develop action plans to improve housing mix and affordability.	Short	CTB
R17	Infill Housing in Urban Serviced Areas	Explore new and expanded incentives and policies to encourage housing development in the areas connected to municipal services - where roads, water, and other infrastructure is already in place.	Short	CTB
R18	Increase Housing in the Downtown Cores	As part of the revitalization efforts for the downtown cores, expand incentives, policies, and partnerships to support higher-density housing.	Short	CTB
R19	Public Lands for Housing	Identify additional opportunities to unlock underused public lands for housing.	Short	CTB
R20	Build Canada Homes	Leverage the federal Build Canada Homes initiative to unlock and accelerate housing development through all available programs, partnerships, and investment tools.	Short	CTB
R21	Secondary Plan Approval	Explore methods to improve the Secondary Plan processes (for example, subdivision plans).	Short	CTB

Spotlight:

Building Infrastructure for Growth

As Thunder Bay plans for more people, businesses, and housing, it must also prepare foundational systems such as water, wastewater, energy, and telecommunications for growth. This involves both preserving existing infrastructure and investing in upgrades and capacity expansion where future demand is expected.

With a significant infrastructure funding gap, the City must balance day-to-day renewal needs with long-term strategic investments that enable growth. By aligning infrastructure planning with economic and population goals, Thunder Bay can lay the groundwork for a more resilient, connected, and opportunity-ready city.

The following actions highlight how Thunder Bay is advancing infrastructure readiness across key sectors:

- **R41 - Infrastructure Capacity for Growth:** This action assesses the capacity of current municipal and non-municipal infrastructure, including the Water Treatment Plant to identify where upgrades are needed to support new development. Findings will guide future investments and be integrated into the City's Asset Management Plan.
- **R44 - Expressway Upgrades & the Northwest Arterial:** Improving regional transportation networks will help to unlock new growth areas. This action supports planning and investment in highway and road infrastructure that will expand access to residential, commercial, and industrial lands.
- **R8 – Strategic Industrial Development of Mission & McKellar Islands:** Focused on enabling large-scale employment growth, this action evaluates servicing needs and secondary access options for these high-potential industrial areas.
- **R42 - Energy Capacity & Independence:** Recognizing that power is a critical growth enabler, this action explores solutions to expand and modernize Thunder Bay's energy infrastructure through renewable projects, transmission upgrades, and partnerships with First Nations, industry, and institutions.

Together, these actions aim to close the gap between today's infrastructure and tomorrow's growth needs.



Bare Point Water Treatment Plant filtration system.

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Readiness: Focus on Preparing for Growth

	Name	Action	Timeline	Lead
R22	Underutilized Residential Properties	Bring more housing to market by identifying and promoting underused residential properties to intensify their number of housing units.	Medium	CTB
R23	Launch a City-Wide Retrofit Program	Implement a city-wide retrofit program to help residents make their homes more energy efficient (such as insulation upgrades or energy-efficient heating systems), reducing costs and emissions in line with the Net-Zero Strategy.	Medium	CTB
R24	Innovative Housing Models	Develop and share educational resources – such as guides, workshops, or demonstration events – to showcase sustainable, lower-cost, and alternative housing models.	Medium	CTB
R25	Sustainable & Inclusive Neighbourhood Demonstration Project	Plan and launch a demonstration project that showcases best practices in sustainable, inclusive, and mixed-use neighbourhood design.	Medium	CTB
R26	Privately Held Lands for Housing	Develop policies and tools including changes to the tax system to encourage the redevelopment of privately held vacant lands for housing.	Long	CTB
Streamlined Development Process				
R27	One-Stop Development Shop	Improve the development experience for residents and builders by launching a One-Stop Development Shop to streamline approvals, enhance customer service, and provide clear online tools and guidance materials to help navigate the process more easily.	Short	CTB
R28	Public Inventory of Lands	Develop and maintain a public inventory and map of public lands available for residential, commercial, and industrial development.	Short	CTB
R29	Land Disposal Process	Streamline City's process for disposing of and selling surplus lands.	Medium	CTB
R30	Site Plan Control Process	Review the Site Plan Control process and implement city-wide changes to make it more efficient, effective, and clear, while continuing to guide how new development fits into the community.	Medium	CTB
R31	Archaeological Management Plan	Complete an Archaeological Management Plan.	Short	CTB

“ The city with a giant heart also has GIANT entrepreneurs. Our people have proven many times, if they do not bring it to us, we will do it ourselves. ”

- MICHAEL DAVIS, LOCAL RESIDENT

Artificial Intelligence

This includes assessing opportunities to enhance service delivery, improve decision-making, streamline workflows, and support data-driven planning, digital services, public engagement tools, and economic development.

Spotlight:

Driving Investment Attraction to Grow the Local Economy

A strong and resilient economy depends on the ability to attract, retain, and expand business investment. Investment attraction strengthens Thunder Bay’s tax base, creates local employment, and improves commercial and industrial strength.

Advancing smart growth through investment attraction means positioning Thunder Bay as investment-ready, while strategically targeting sectors and opportunities that deliver the greatest long-term value to the community.

A key driver of business attraction is having land that is available, serviced, and ready for development. The City’s actions to activate commercial and industrial lands (see Spotlight: Activating Lands) lay this groundwork by preparing development-ready sites. Building on that foundation, the focus now shifts to proactively pursuing new investment and aligning opportunities with Thunder Bay’s strengths.

- **R5 – Innova Business Park Review:** A fresh review of development guidelines will confirm alignment of Innova Business Park with current market opportunities and CEDC priorities. Updating policies and removing barriers will help accelerate development and attract businesses to this important hub.
- **R1 – City-Wide Growth Community Improvement Plan (CIP):** Implement the recently approved city-wide CIP to provide targeted incentives that support business attraction. This tool complements land activation efforts by encouraging strategic development in commercial and industrial areas.
- **A13 – Targeted Investment:** Developing a sector-based strategy for investment attraction will allow Thunder Bay to focus on high-potential industries, strengthen existing clusters, and pursue opportunities where the city has competitive advantages.

This approach reflects smart growth by aligning investment attraction with efficient land use, long-term sustainability, and community benefit.

Together, these actions build the foundation for a stronger and more diversified economy. By aligning land readiness with targeted investment attraction, the City will strengthen its role as a competitive business destination, expand its commercial and industrial tax base, and create new employment opportunities for residents.

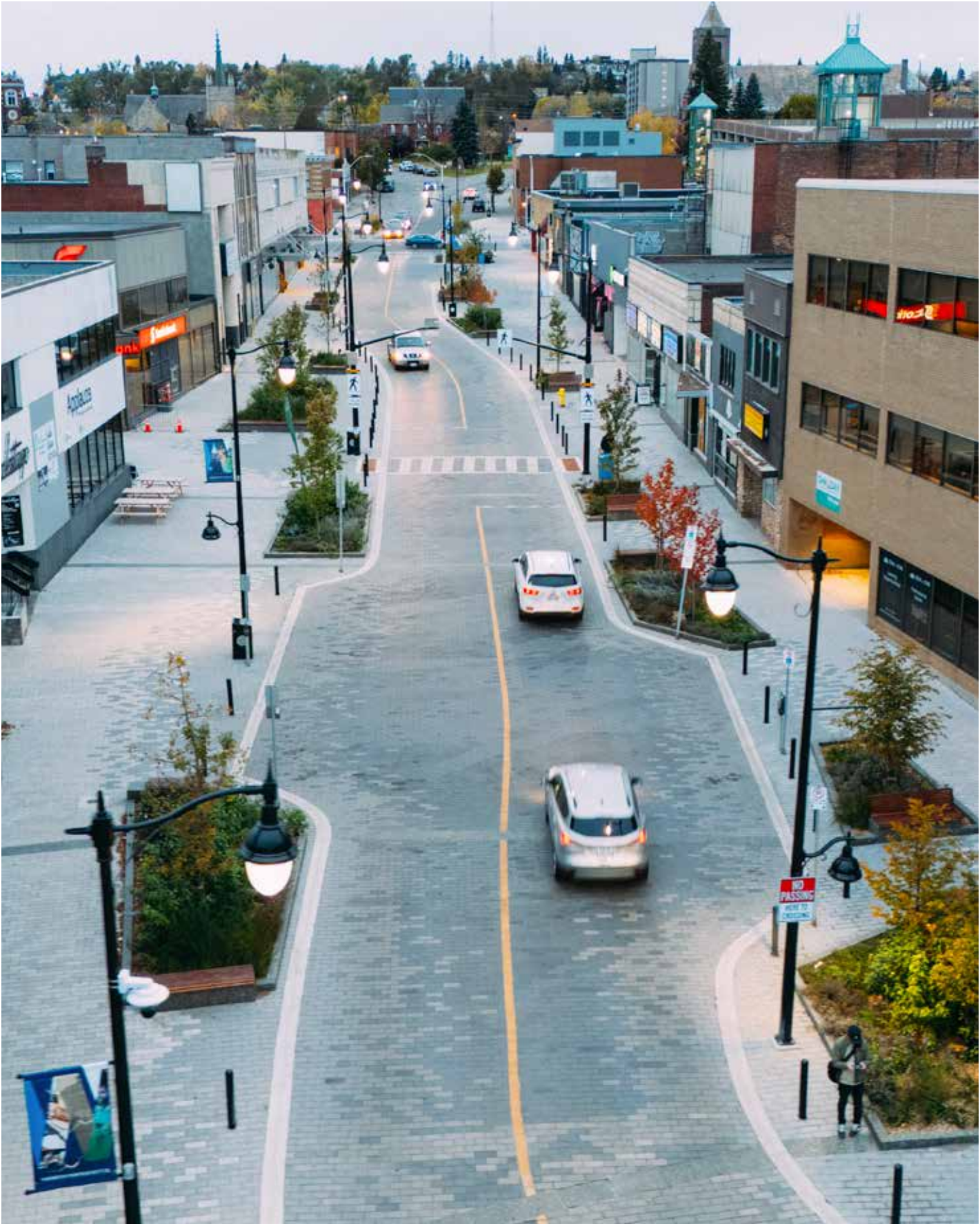


Aerial view of Innova Park.

© City of Thunder Bay

Readiness: Focus on Preparing for Growth

Name		Action	Timeline	Lead
Sustainable & Inclusive Growth				
R32	Coordinated Community Response to Homelessness	Work with partners and other orders of Government to implement the long-term solutions to address homelessness.	Short	CTB
R33	Green Development Standard	Recognizing recent changes to Provincial legislation, explore possible options for Green Development Standards.	Short	CTB
R34	Potential for Urban Reserve Partnerships	Engage with Fort William First Nation and other Indigenous partners to explore the potential for a mutually beneficial urban reserve.	Long	CTB
Growth-Ready City Services				
R35	City Development Standards to Support Growth Opportunities	Review City standards, including the Engineering & Development Standards and Parks & Open Spaces Design Guidelines to identify opportunities to support growth.	Short	CTB
R36	City Grants Alignment with Growth Objectives	Review municipal grant and funding programs for alignment with the City’s growth objectives and adjust as needed.	Short	CTB
R37	Artificial Intelligence	Develop and implement a framework to adopt artificial intelligence (AI) solutions across municipal operations.	Short	CTB
R38	City By-Law Review	Conduct a growth-focused review of municipal by-laws to identify opportunities to support growth.	Medium	CTB
R39	Official Plan & Zoning By-Law Review	Conduct a review of the City’s Official Plan and Zoning By-law to identify further updates that support increased housing density, infill, mixed-use development, and targeted growth.	Medium	CTB
R40	Development Charges	In consultation with the development community, complete background studies and prepare a policy framework to support the potential introduction of Development Charges, with implementation no earlier than 2030.	Medium	CTB

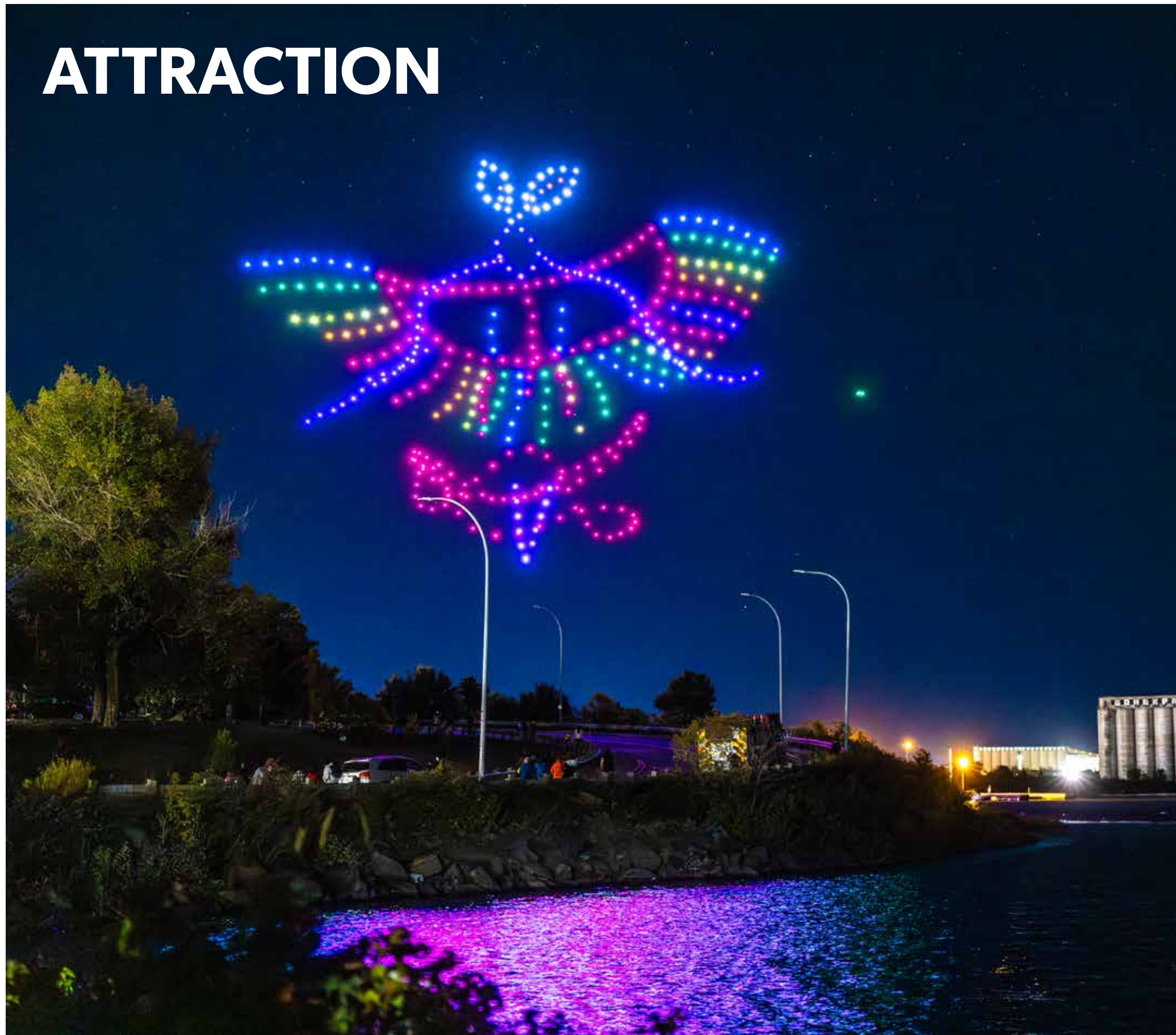


© Scott Mackay

Reconstructed Red River Road streetscape.

Readiness: Focus on Preparing for Growth				
Name		Action	Timeline	Lead
Growth-Enabling Infrastructure				
R41	Infrastructure Capacity for Growth	Assess the capacity of existing municipal and non-municipal infrastructure, including the Water Treatment Plant, to support future growth, integrate growth objectives into the City’s Asset Management Plan, and identify future upgrades needed in overall capacity or to address localized servicing gaps.	Short	CTB
R42	Energy Capacity & Independence	Assess current and future energy needs to support growth and identify priority areas for investment in energy infrastructure. Explore innovative solutions to improve local energy capacity and independence including: - Renewable energy, including solar power and biomass projects - Grid enhancement and modernization, including transmission - Expanding existing generation capacity - Partnerships with First Nations, industry, and educational institutions.	Short	Synergy North
R43	Business Event Hosting Capacity	Evaluate opportunities to grow Thunder Bay’s capacity to host business events - including options that support cultural programming and other non-business events.	Short	CEDC
R44	Expressway Upgrades & the Northwest Arterial	Continue to work with the Provincial Government to advance upgrades to the Thunder Bay Expressway, alongside the planning and development of the Northwest Arterial.	Medium	CTB
R45	Sleeping Giant Parkway to Central Avenue	Construct a road extension of Sleeping Giant Parkway to Central Avenue to support improved connectivity - enabling further development along Waterfront.	Medium	CTB
R46	Feasibility of Small Modular Reactors (SMRs)	Collaborate with regional partners, Indigenous communities, and energy experts to assess the potential of SMRs as a sustainable, low-emission energy source to support growth.	Medium	Synergy North
R47	Ground Level Rail Crossing (Red River Road at Prince Arthur’s Landing)	Work with the railway to potentially construct a ground level pedestrian rail crossing at the base of Red River Road into Prince Arthur’s Landing to support accessibility to public places and connectivity.	Long	CTB

ATTRACTION



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Drone show image of a jingle dress dancer.



Attraction: An Inviting Place to Live, Visit, Invest, and do Business

Attraction is about making Thunder Bay a place where people want to be. It means creating active downtowns, welcoming public spaces, and a strong community identity that inspires pride and connection. It is about bringing the community together to strengthen the appeal of Thunder Bay - making it a city where people choose to live, connect, visit, invest, and build a future.

To support attraction, this pillar focuses on areas such as:

- Revitalizing the downtown and waterfront areas to bring life to key public spaces
- Enhancing the city's image and beautification to promote community pride and appeal
- Building a welcoming community that embraces diversity
- Offering events and recreation opportunities for all
- Taking action to improve community safety and wellbeing
- Improving transportation options to increase accessibility, connectivity and mobility
- Promoting a high quality of life through thoughtful planning and community-focused initiatives

Spotlight:

Creating Vibrant Community Spaces that Draw People In

The character of a city is often expressed through its public spaces. A strong community is demonstrated in the vitality of its streets, the quality of its gathering places, and the pride of its residents.

Through the Attraction Pillar, the Plan supports both transformative capital projects and everyday enhancements that make Thunder Bay more welcoming and inclusive.

The following actions highlight how the Plan is working to strengthen the appeal of public spaces. Each aligns with smart growth principles, promoting thoughtful urban design, walkable destinations, and inclusive public spaces that enhance, community pride and economic vitality.

- **A2/A3 - Revitalization Plans for the North & South Cores:** Downtowns are the cultural and economic hearts of the city. Revitalization plans for the North and South Cores will support local business, renew infrastructure, and encourage housing and public uses such as events and markets. This action will help create complete, connected neighbourhoods that attract investment and activity.
- **A4 - Pool 6 Lands Development:** Building on past studies and community input, this action will transform the former Pool 6 lands into a dynamic waterfront destination that supports recreation, tourism, and economic activity, positioning it as a landmark asset.
- **A8 - City-Wide Beautification Strategy:** Consistent investment in public realm improvements – including graffiti removal, litter cleanup, public art, and landscaping improvements elevates the appearance and pride in public spaces. This action will prioritize key image routes, downtowns, and civic entry points.

Together these actions reinforce a shared goal: to build a city that is visually compelling, inclusive and alive with activity - a place where people want to live, invest, visit and connect.



© Epica Pictures

Table 2: Attraction Action List

Attraction: Focus on Making Thunder Bay More Inviting				
	Name	Action	Timeline	Lead
Downtown & Waterfront Revitalization				
A1	Reimagine Victoriaville	Complete the Victoriaville Mall site project, developing a vibrant public space that supports retail and cultural spaces.	Short	CTB
A2	South Core Revitalization Action Plan	Recognizing the previous work done on this initiative and leveraging the demolition and reimagining of Victoriaville Mall, develop an action plan to revitalize Thunder Bay's south core.	Short	CTB
A3	North Core Revitalization Action Plan	Recognizing the previous work done on this initiative and leveraging the recent improvements to Red River Road, Court Street, and the Waterfront, develop an action plan to enhance Thunder Bay's north core.	Short	CTB
A4	Pool 6 Lands Development	Develop a vision and action plan for the Pool 6 lands, building on the CEDC's Highest and Best Use Study and recent public engagement.	Short	CTB
A5	Waterfront Buildings	Explore options to maximize the use of municipally owned buildings located at Prince Arthur's Landing to promote public use of the waterfront.	Short	CTB
A6	Marina Park Festival Area	Complete the renewal and enhancement of the Marina Park festival area.	Medium	CTB
A7	Parking Strategy	Review the City's parking strategy by evaluating parking availability, accessibility, pricing, and the impact on local businesses.	Medium	CTB
City Image				
A8	City-Wide Beautification Strategy	Develop and implement a city-wide beautification strategy to improve cleanliness and appearance through litter cleanup, graffiti removal, landscaping, public art and other enhancements. Prioritize efforts in core areas, public spaces, major entry points, and image routes.	Short	CTB
A9	Vacant & Dilapidated Building Program	Implement a program to bring vacant, underused and dilapidated buildings back into productive use through a mix of incentives, regulations, and partnerships.	Short	CTB
A10	Façade Improvement	Enhance the current initiatives available for façade improvement throughout the city.	Short	CTB

“ My family and I were warmly welcomed here. We built a new life surrounded by nature, kindness, and the warmth of new friends. Thunder Bay's sunsets over Lake Superior remind me every evening that we made the right choice. ”

- LIZZIE GONZALEZ, LOCAL RESIDENT

Spotlight:

Transforming Public Transit to Connect a Growing City

Mobility is a cornerstone of sustainable urban growth. A reliable, inclusive transit system supports access to employment, education, healthcare, and social connection - especially for those without access to a vehicle.

Transit emerged as a leading public priority through consultations on the Smart Growth Action Plan. Residents highlighted the importance of making transit more efficient, accessible, and responsive to their needs.

Highlighted Action:

- **A34 - Thunder Bay Transit:** Transit service changes to better meet a growing community's needs, including closing service gaps, optimizing routes, improving rider experience. Thunder Bay transit should be a safe, reliable, convenient, and affordable option for residents of all ages and backgrounds while reducing greenhouse gas emissions.

Reliable public transit strengthens the local workforce by connecting people to jobs efficiently and affordably. For employers, especially in sectors with shift work or non-traditional hours, strong transit options help attract and retain staff by making it easier for workers to arrive on time and ready to contribute. A well-connected transit system supports business continuity and expands the talent pool available to employers.

Although listed under the Attraction Pillar, this action contributes across all three pillars:

- **Readiness:** Aligns mobility infrastructure with areas targeted for growth.
- **Talent:** Improves access to jobs, education and services.
- **Attraction:** Strengthens connectivity and quality of life

These efforts will help shape a transit system that connects people to opportunity, and supports a growing, inclusive and vibrant city.



© City of Thunder Bay

“What I love the most about Thunder Bay is the pace of life. It's unhurried in the best way – people take time to connect.”
- SUSHITA GURUNG, LOCAL RESIDENT

Attraction: Focus on Making Thunder Bay More Inviting

	Name	Action	Timeline	Lead
A11	Branding the City	Develop and launch a refreshed city brand and marketing strategy.	Short	CTB
A12	Thunder Bay Lifestyle Promotion Campaign	Grow the CEDC lifestyle-focused marketing campaign, highlighting Thunder Bay's short commutes, vibrant food and arts scene, after-work experiences, and access to nature.	Short	CEDC
A13	Targeted Investment	Develop a sector strategy for business development, expansion and investment attraction.	Short	CEDC
A14	Urban Design Guidelines	Implement Urban Design Guidelines prioritizing improvements to the north-south civic connection along Memorial Avenue.	Medium	CTB
Welcoming Community				
A15	Welcoming Community Action Plan	Develop and implement a Welcoming Community Action Plan focused on making new residents feel at home and connecting them with the information, services, and supports they need to thrive.	Short	CTB
A16	Newcomer Welcome Centre	Building on existing community programs and services, provide comprehensive, centralized supports for new residents through a newcomer welcome centre. The centre will offer orientation, housing and employment navigation, language and cultural support, and connection to local programs.	Short	Thunder Bay Multicultural Association
A17	Supporting First Nations Youth	Support coordination among youth-serving partners and leaders to assist First Nation youth relocating to Thunder Bay for schooling.	Short	CTB
A18	Indigenous Naming & Design	Collaborate with Indigenous communities to develop a policy to reflect cultural diversity in place naming, public space design, and storytelling.	Short	CTB
A19	Indigenous Cultural Spaces	Find opportunities to support the creation of more Indigenous public spaces, such as cultural centres and healing lodges.	Short	
Events & Recreation				
A20	Recreation and Tourism Attractions	Encourage the development of privately-owned major attractions, bringing together recreation, tourism, and business activity.	Ongoing	CEDC
A21	Tourism Master Plan	Develop a Tourism Master Plan focussing on local and regional tourism assets.	Short	CEDC

Spotlight:

Fostering Recreation & Culture

Recreation and cultural experiences play a central role in defining the city's identity. They enrich daily life, strengthen community pride, and showcase the diversity and creativity of the community.

Through engagement on this Plan, residents expressed pride in Thunder Bay's lively food scene, diverse event offerings, and unique cultural festivals - including free waterfront concerts.

The Attraction Pillar includes strategic investment in recreation and culture by renewing public infrastructure and bolstering support for community events. These actions help make Thunder Bay a more inclusive and appealing place to live, work and visit. They also support smart growth by maximizing the value of public assets, activating public spaces, and enhancing quality of life.

The following actions provide a snapshot of how the Plan will support a vibrant cultural life and renew community infrastructure to meet evolving needs. Each supports smart growth by fostering connections, increasing access, and encouraging thoughtful use of space:

- **A30 – Recreation & Parks Master Plan:** A new plan will review parks and recreation infrastructure and services and respond to evolving community needs. This includes exploring opportunities for indoor activities for all ages, including gymnasium and court sports.
- **A32 – Major Event Arena:** A new large-capacity event arena will boost Thunder Bay's ability to attract premium concerts and cultural events, as well as major sporting competitions, supporting tourism, economic activity and civic pride.
- **A28 – Local Festivals & Events:** To support community-driven events, funding will be expanded and permitting and vendor support will be reviewed and improved.

Along with other actions under the Attraction Pillar, these steps build on existing success to support cultural life. Inviting public spaces and diverse programming will help draw people in, activate downtown areas, and stimulate surrounding investment.



© Chordon Photography



© Chordon Photography



© Tourism Thunder Bay

Attraction: Focus on Making Thunder Bay More Inviting

	Name	Action	Timeline	Lead
A22	Multi-Use Indoor Turf Facility	Complete construction of the multi-use indoor turf facility to support a variety of sports, events, functions and recreational activities.	Short	CTB
A23	Centennial Botanical Conservatory	Complete the revitalization of the Centennial Botanical Conservatory to enhance its educational, environmental, cultural and aesthetic value.	Short	CTB
A24	Cultural Event Promotion	Celebrate Thunder Bay's diverse population and multicultural heritage by expanding promotion of local festivals, events, and cultural spaces to residents and visitors.	Short	CTB/Partners
A25	Event Equipment Lending Program	Review the fee structure, usage policies, and maintenance plan for the City's recreation and event equipment.	Short	CTB
A26	Sport Tourism Strategy	Develop a Sport Tourism Strategy to guide future investment and initiatives, to support an increased number of successful regional and national sporting events.	Medium	CEDC
A27	Event-Hosting Strategy	Update the City's Event-hosting Strategy to help attract major cultural, entertainment, and sporting events.	Medium	CTB
A28	Local Festivals & Events	Expand event and vendor support and work to improve permitting processes to help local festivals and events grow.	Medium	CTB
A29	Annual Thunder Bay Showcase	Explore the opportunity to launch an annual showcase highlighting local music, food, arts, Indigenous cultures, and sport, positioning the event as a signature attraction.	Medium	CTB
A30	Recreation & Parks Master Plan	Develop an integrated recreation and parks master plan focusing on additional opportunities for indoor court sport and year-round activities for all ages.	Medium	CTB
A31	Arena Renewal Plan	Develop an arena renewal plan to modernize and right-size arenas.	Medium	CTB
A32	Major Event Arena	Plan for a new major event arena, with capacity to host major sporting competitions, concerts, and community events with a target seating capacity of 5000.	Long	Public-Private Partnership

Spotlight:

Welcoming Community

Thunder Bay's future growth depends in large part on attracting and retaining new residents to the city, whether they are coming from northern communities, elsewhere in Canada, or from around the world.

New residents can face significant barriers integrating into the community. To help make all feel welcome and set up for success, actions under the Attraction Pillar focus on expanding new resident services and cultural supports, as well as building a welcoming culture.

- **A15 – Welcoming Community Action Plan:** A plan developed in collaboration with local services will identify gaps and actions to make new residents feel at home and provide easy access to the information, services, and supports they need to thrive.
- **A16 – Newcomer Welcome Centre:** Building on existing community services, a welcome centre supports new residents by helping them integrate into the community, find relevant services, and make employment and social connections. Making Thunder Bay a place people want to stay supports smart growth and the goals of this plan.

Through public consultation and meeting with focus groups, this plan addresses the growing demand in services new residents require to succeed in Thunder Bay.



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Community Safety & Well-Being

Growth cannot be sustained without safety and well-being as a focus. For Thunder Bay to thrive, every resident must feel secure, connected, and supported. The City of Thunder Bay's Community Safety and Well-Being (CSWB) Plan sets this foundation by identifying challenges residents face, and by guiding supports that help people live with dignity, stability, and opportunity. The Smart Growth Action Plan builds on this foundation so that equity, belonging, and opportunity remain central as Thunder Bay grows.

Community safety is both a measure of progress and a necessary condition for growth. Safe streets and welcoming spaces attract new residents and visitors, support vibrant business districts, and enable young people to see their future here. Safety and well-being are essential across every pillar: readiness, attraction, and talent. Together, the CSWB Plan and the Smart Growth Action Plan will move Thunder Bay toward a more resilient, inclusive, and welcoming future.

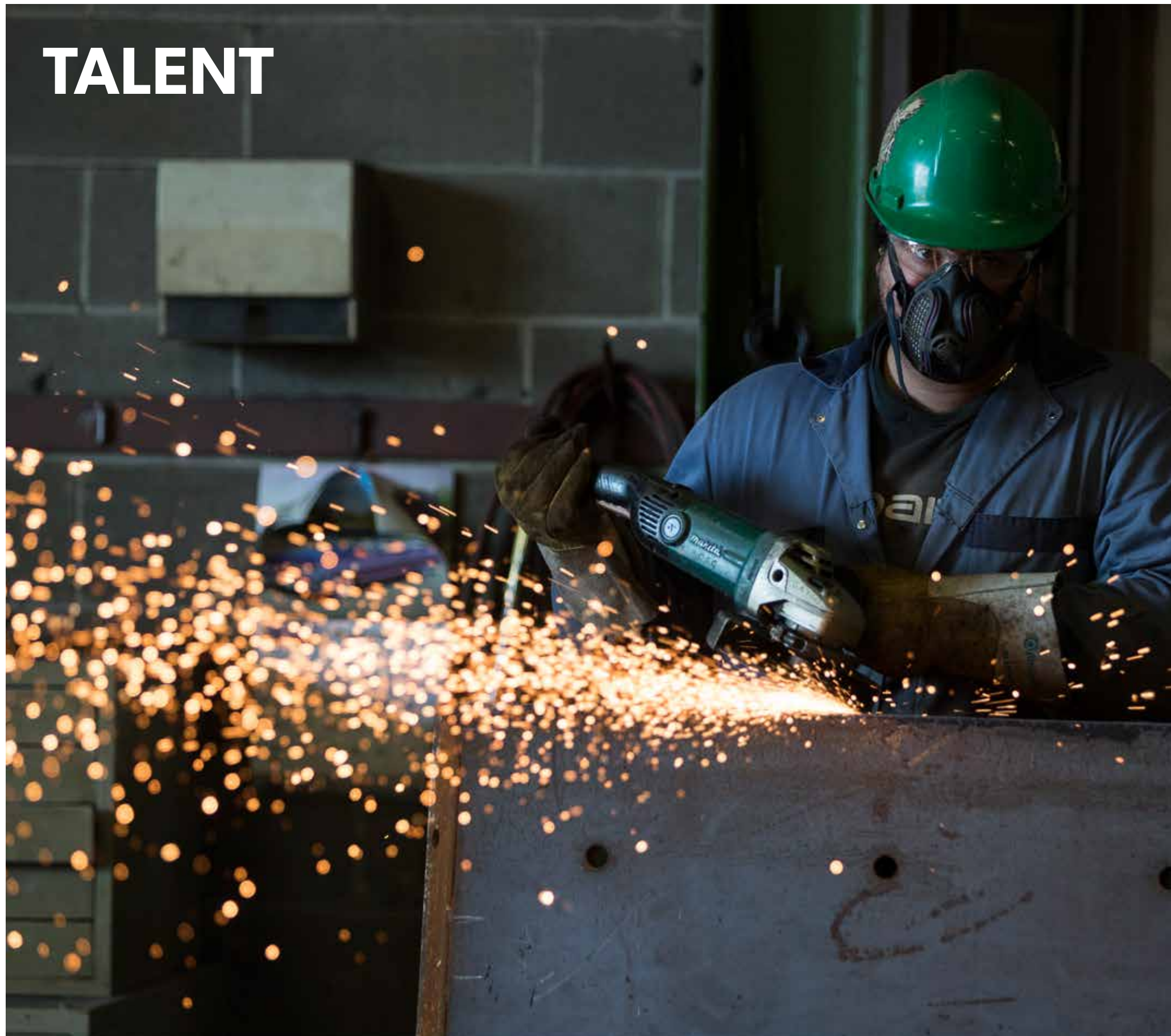


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Attraction: Focus on Making Thunder Bay More Inviting

Name	Action	Timeline	Lead	
Transportation				
A33	Active Transportation Network	Expand and connect Thunder Bay’s sidewalks, trails, and bike routes to support mobility, sustainability, and community well-being.	Ongoing	CTB
A34	Thunder Bay Transit	Transform Thunder Bay Transit to better meet community needs by addressing service gaps, optimizing routes, and enhancing the rider experience.	Short	CTB
A35	New Transportation Options	Explore alternative forms of transportation that could fill the gap between public transit and car ownership, such as car sharing, micro transit, e-bikes, e-scooters, and mobility hubs.	Short	CTB
A36	Airport Access & Regional Connectivity	Work with partners to improve flight access, explore international connections, and develop logistics hubs to support tourism, trade, and business growth across the region.	Medium	Thunder Bay Airport
Quality of Life				
A37	Community Safety & Well-Being Plan	Update the Community Safety & Well-Being Plan to develop enhanced, evidence-informed substance use and crime-prevention strategies.	Short	CTB
A38	Childcare Capacity Action Plan	Work with the Thunder Bay DSSAB and community partners to create a childcare action plan that increases access to affordable spaces, grows the local childcare workforce, and supports innovative models like employer-supported care.	Short	CTB
A39	City-Led Health Clinic	Explore the opportunity and business case for a City-led medical centre that would host family doctors and other medical services, to improve local healthcare access.	Medium	CTB
A40	Veterinary Care	Explore strategies to improve access to veterinary care in Thunder Bay, building on Lakehead University’s new Collaborative Doctor of Veterinary Medicine Program.	Medium	Confederation College / Lakehead University
A41	Digital Connectivity	Tbaytel to support all new developments with Fibre and 5G.	Ongoing	Tbaytel
A42	Public WiFi	Tbaytel to assess public WiFi coverage and invest in larger venues determined in conjunction with the city.	Short	Tbaytel

TALENT



© CEDC

A worker at Coastal Steel Construction.



Talent: Developing and Retaining a Skilled and Diverse Workforce

Talent is about building a city where people see a future for themselves. It means creating a Thunder Bay where people choose to build their careers, where graduates find opportunities, and local talent and people new to Thunder Bay are set up to succeed. This pillar focuses on growing a strong and diverse workforce to drive sustainable growth and prosperity.

To support talent, this pillar focuses on areas such as:

- Attracting and retaining talent to grow a resilient, future-ready workforce
- Strengthening education and training opportunities across sectors
- Promoting careers in the skilled trades to support a growing sector
- Identifying and supporting talent gaps in key growth sectors

Spotlight:

Attracting and Retaining People Who Power Growth

A strong economy depends on people - skilled, motivated, and connected. Thunder Bay must compete for new talent while also retaining and supporting those who already live and work here.

The Talent Pillar focuses on strengthening attraction and retention of new residents by addressing key gaps in visibility, support, and quality of life. These efforts are essential to growing a resilient and diverse workforce that can help drive sustainable prosperity.

The following actions highlight a full-circle approach to workforce growth - drawing people in, helping them stay, and building the connections they need to succeed.

- **T1 - Employment Opportunity Promotion:** By increasing visibility through targeted outreach, and partnerships, the CEDC will support efforts to attract and retain a diverse workforce.
- **T3 - Relocation & Onboarding Package:** New workers and their families will be better supported through a centralized resource that provides guidance on housing, schools, community services, and integration.
- **T14 - Economic Immigration Pathways:** Advocate for partnerships with federal and provincial governments to expand immigration pathways that bring skilled new residents to the region.
- **T15 - Healthcare Recruitment Efforts:** Targeted recruitment in high demand sectors helps support Thunder Bay's health services.

Together, these actions reinforce a smart, inclusive approach to growth, cultivating a strong local workforce, making Thunder Bay a place where people choose to build their careers.



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Table 3: Talent Action List

Talent: Focus on Building a Skilled & Diverse Workforce				
Name		Action	Timeline	Lead
Attraction & Retention				
T1	Employment Opportunity Promotion	Increase the visibility of local job opportunities through targeted outreach and partnerships with employers.	Ongoing	CEDC
T2	Welcome Guide	Develop a Welcome Guide to help new workers and their families settle in Thunder Bay by providing information on housing, schools, services, and community life.	Short	CEDC
T3	International Credentials/ Experience	Explore opportunities and partnerships to support employers and hiring managers in understanding international credentials and work experience.	Short	CEDC
T4	Young Professional Networks	Partner with community organizations, employers, and educational institutions to support young professional networks and expand opportunities for connection, skill-building, and community involvement.	Short	Thunder Bay Chamber of Commerce
T5	Spousal Job-Matching Program	Explore the feasibility of a spousal job-matching program to help attract and retain talent relocating to Thunder Bay.	Medium	CEDC
Education & Training				
T6	Post-Secondary Program Alignment	Align and enhance local post-secondary program offerings, working with economic and employment agencies to identify labour force gaps and future job opportunities.	Ongoing	Confederation College / Lakehead University
T7	Youth Development & Entrepreneurship	Expand youth development and entrepreneurship opportunities.	Short	CEDC / Thunder Bay Chamber of Commerce
T8	Research Partnerships & Co-op Placements	Grow research partnerships and create more co-op and experiential learning placements, helping students connect with local businesses and find opportunities within Thunder Bay.	Short	Confederation College / Lakehead University
T9	Career Pathways	Strengthen pathways to local careers for post-secondary students and recent graduates by exploring programs like a talent accelerator, mentorships, bursaries, and work placements aimed at increasing graduate retention and filling workforce gaps in key sectors.	Medium	Confederation College / Lakehead University

“What truly sets this city apart is its diversity and rich cultural landscape. Through school, community events, and friendships, I was constantly learning about different cultures, traditions, and ways of life... It makes Thunder Bay a place where everyone can feel seen and valued.”

- VANESSA NICHOLS, LOCAL RESIDENT

Spotlight:

Growing Local Talent to Power Long-Term Growth

Attracting new workers is essential, but so is investing in the people who already call Thunder Bay home. Long-term success depends on how residents are supported to grow, adapt, and thrive in a changing economy.

Through the Talent Pillar, the Plan focuses on workforce development actions that empower residents - particularly youth, students, and underrepresented groups - through education, partnerships, and inclusive access to opportunity.

The following actions demonstrate how Thunder Bay will grow its future workforce from within, helping residents gain the skills and pathways to succeed.

- **T5 - Career Pathways:** Strengthening local career pathways, including internships, job placements, and early-career opportunities that align with their field of study – will help with retention. Building strong connections between education and employment helps students build careers - and lives - in Thunder Bay.
- **T8 - Research Partnerships & Co-op Placements:** Strengthening collaboration between post-secondary institutions and local businesses will expand experiential learning, helping students develop in-demand skills and local networks.
- **T10 - Skilled Trades Career Promotion:** Hands-on workshops, apprenticeships, and partnerships with trade unions and Indigenous organizations will help reduce barriers and grow a skilled labour force in key industries.
- **T13 - Indigenous Talent Pathways Programs:** By creating training-to-employment pipelines for Indigenous youth and community members, this action supports inclusive workforce development.

These initiatives reflect a commitment to growing Thunder Bays future from within, creating a skilled, diverse, and resilient workforce that can support long-term growth and innovation.



© CEDC

Talent: Focus on Building a Skilled & Diverse Workforce

	Name	Action	Timeline	Lead
Skilled Trades				
T10	Skilled Trade Career Promotion	Promote and deliver skilled trades career opportunities by partnering with employers, trade unions, educators, and Indigenous and newcomer organizations to offer hands-on workshops, reduce barriers, and connect job seekers to apprenticeships and employment in key growth sectors.	Medium	Training Institutions
T11	Skilled Workforce Training Program	Establish a local skilled workforce training program such as Common Core focused on key industries including mining, collaborating with local trade unions, educational institutions, and Indigenous organizations.	Medium	Training Institutions
T12	Green Economy Training	Build a future-ready workforce by advocating for the development of local green economy training programs.	Long	Confederation College
Key Sectors & Strategic Opportunities				
T13	Indigenous Talent Pathways	Support Indigenous talent pathways that create training-to-employment opportunities for Indigenous youth and other community members, with a focus on key growth sectors.	Short	Confederation College
T14	Economic Immigration Pathways	Advocate for expanded economic immigration pathways to attract newcomers and fill local labour gaps.	Short	CEDC / Thunder Bay Chamber of Commerce / CTB
T15	Healthcare Recruitment Efforts	Review healthcare recruitment efforts in partnership with health, long-term care and education organizations to help meet current and future staffing needs.	Short	Thunder Bay Regional Health Sciences Centre / CEDC / St. Joseph's Care Group
T16	Business Succession	Enhance business succession planning through new programs and services delivered through the CEDC.	Medium	CEDC
T17	Differentiated recruitment and retention solutions for Northwestern Ontario	Advocate for differentiated recruitment and retention solutions that will attract and keep Health Human Resources in the City and the region. Including streamlined licensing and training pathways for internationally trained healthcare professionals to help address local shortages.	Short	Thunder Bay Regional Health Sciences Centre

Part 3:

Delivering Results

Achieving real progress will require strong leadership, broad collaboration, and a commitment to results. Bringing this Plan to life will involve leadership from the City, the CEDC, and a wide range of community partners. Some of the identified actions are already in progress, while others will require additional planning, coordination, or investment.

Role of the City of Thunder Bay

As the Plan moves forward, the City will integrate priority actions into capital planning, infrastructure investment, policy development, and service delivery - helping to position Thunder Bay for sustainable growth.

The City drives sustainable growth by:

- Delivering and planning infrastructure and policy frameworks that guide and manage growth.
- Modernizing development approvals and creating the conditions for a strong workforce and economy.
- Setting a vision for a resilient, inclusive and attractive Thunder Bay, welcoming investment, supporting residents and building long-term prosperity

Role of the CEDC

The Thunder Bay Community Economic Development Commission (CEDC) is the city's lead economic development agency, guided by an independent board. As champions for local growth anchored in three pillars – Business, Community, and Tourism – with clear strategies to raise Thunder Bay's profile as a place to do business, invest, live, work, and visit. We developed an Economic Growth Assessment (Appendix B) to help inform both the Smart Growth Action Plan and help us to advance our own 2026–2030 Strategic Action Plan. We are committed to delivering on the priorities of the City's Smart Growth Action Plan, playing a central role in attracting investment, supporting business expansion, and welcoming new residents and visitors – while the City creates the policies and environment that make growth possible.

We advance sustainable growth by:

- Attracting investment, innovative businesses, visitors, and new residents to our thriving community
- Building a dynamic and inclusive local economy centered on natural resources, workforce development, tourism, community resilience, and business support

Role of Task Force Growth

Task Force Growth will continue into the implementation phase as a strategic advisor and champion of collective progress. Its ongoing role will include:

- Providing leadership and coordination to maintain momentum across sectors
- Providing insight and guidance on implementation progress and potential barriers
- Tracking outcomes and help develop shared indicators to measure impact
- Promoting collective participation by encouraging engagement across the community

The City and Task Force Growth will continue to engage the public and stakeholders through implementation.

Tracking Progress

To monitor and evaluate the success of the Plan, the City has established a comprehensive framework of Key Performance Indicators (KPIs) and Performance Indicators (PIs). These include both leading and lagging indicators that offer clear, measurable insights into progress toward key growth objectives.

KPIs such as Annual Population Growth and Annual Property Tax Base Growth provide tangible benchmarks to track progress in achieving key targets. Additionally, the Tax Base Balance KPI is a way to measure progress in strengthening the commercial and industrial tax base, a key signal of economic and employment growth.

To complement these core measures, performance indicators (PIs) have been identified within the Plan's action items. These serve as early signals to determine whether efforts are advancing desired outcomes.

Key Performance Indicators (KPIs)

These are top-level indicators that align with growth goals of **Population**, **Employment**, and **Tax Base** growth:

Table 4: Key Performance Indicators

Category	Goal / Indicator	Target	Source
Primary Outcome (KPI)	Annual Population Growth (Leading Indicator)	1% annually	Statistics Canada
Primary Outcome (KPI)	Annual Property Tax Base Growth (Lagging Indicator)	3% annually	Municipal Property Assessment Corporation
Primary Outcome (KPI)	Tax Base Balance (Res vs. Comm/Ind Mix)	Improving	Municipal Property Assessment Corporation

Reaching these targets will not be achieved overnight. Growth takes time, and the Smart Growth Action Plan is designed to build momentum gradually. Early years will focus on establishing baselines and putting the right tools in place, while major housing, development, and investment projects mature. Over seven to eight years, these efforts are expected to compound, moving Thunder Bay toward the 3% target in new assessment growth and 1% target in population growth in a steady and sustainable way.

Performance Indicators (PIs)

Performance Indicators are specific measures used to track progress towards our KPI’s. They serve as reference points that help monitor whether actions are moving in the right direction. Importantly, performance indicators are not intended to be complete data sets, rather they act as a signal. By highlighting trends, changes, or shifts, they will allow the Smart Growth Action Plan to adjust actions as needed without requiring the exhaustive measurement of every possible variable.

Below is a list of Performance Indicators that help determine if the Smart Growth Action Plan is on track:

Table 5: Performance Indicators

Performance Indicator	Supporting Data (if relevant)	Source
Number of Development Applications Submitted	Infill Applications	CTB
Inquiries for Commercial/Industrial Lands		CTB, CEDC
Building Permits Issued for Infill and Retrofit Projects	Total number of permits	CTB
Growth Investments by COTB		CTB
CIP Applications Submitted	Funds Awarded	CTB
Event Attendance	Total Events	CTB
Marketing Campaign Reach and Engagement		CEDC
Tourism Centre Visits		CEDC
Public Transit	Ridership, Satisfaction, On Time Performance	CTB
Hotel Occupancy Night Stays	Total night stays	CEDC
Total Number of Students	High School, Post Secondary, Trade Schools	CTB
Students Enrolled in Key Employment Sectors		CTB
Number of People Employed		Statistics Canada
Labour Force Participation Rate		Statistics Canada
Unemployment Rate		Statistics Canada
Youth Unemployment		Statistics Canada
Business Starts		Statistics Canada
Housing Starts by Type	Total housing	CTB, Statistics Canada
New Commercial – Industrial Floor Space Created	Total units, sq feet	CTB
Housing Affordability Index		Statistics Canada
Rental Vacancy Rate		Statistics Canada
Average Rental Cost		Statistics Canada
Average Home Price	By Type	Statistics Canada

Average Days on Market – Housing Sales		Multiple Listing Service
Infrastructure Gap		CTB
Newcomer Welcome Centre Clients Served		Thunder Bay Multicultural Association
Public Realm Enhancements Completed		CTB
Child Care Spaces	Total spaces, new spaces	CTB
Resident Satisfaction Survey		CTB
Crime Severity Index		Statistics Canada
Perception of Safety		CTB
Household Income		Statistics Canada
Health Workforce Growth		Statistics Canada
Business Confidence Index		Thunder Bay Ventures, Lakehead University
Total Number of Air Passengers		Thunder Bay Airport
Total Value of Construction	By Sector	CTB

Success of the Plan will be measured by more than numbers. While key performance indicators such as tax base and population growth are priority metrics, progress will also be reflected in the lived experiences of residents - whether neighbourhoods feel stronger, services are improved, and public spaces are more welcoming. These qualitative measures are equally important and will influence how the Smart Growth Action Plan is assessed.

“What makes Thunder Bay truly great is the strong community spirit. There are many volunteer groups where you can meet people, connect and give back. Everyone supports one another. That is what makes this city feel like family.”
- ABHIRAM GIRI, LOCAL RESIDENT



© CEDC



Viking Polaris in the Thunder Bay harbour.

Financing the Plan

Funding and financing the Smart Growth Action Plan will require a balanced approach that combines municipal commitment with external resources. The precise share of municipal contributions is not yet known, as many actions will be delivered through partnerships or supported by external funding sources rather than funded directly by the City. Wherever possible, the City will leverage grants and programs from other orders of government, as well as investments from industry and community partners, to maximize impact and reduce the local burden.

Collaboration will be key, sharing costs, aligning resources, and pooling expertise to advance projects that benefit the whole community. Although every action in this Plan is achievable within the ten-year timeframe, success will depend on working together across sectors to sustain momentum and bring this shared vision to life.

Monitoring & Reporting

To keep the community informed and engaged, the City will:

- Track progress using clear metrics tied to each action and pillar.
- Publish annual progress updates, including highlights, challenges, and upcoming priorities.
- Adjust course as needed, based on performance, feedback, and changing conditions.
- Renew and update this Plan every two years.

Progress will be reported to City Council on an annual basis and will be shared with the community on the City’s website.

These efforts will help to keep the Smart Growth Action Plan a living, accountable and impactful document – a tool the entire community can count on

Part 4:
Call to Action

The Smart Growth Action Plan is not just a roadmap – it is a call to action. Success will take leadership, collaboration, and commitment across sectors and throughout the community.

Everyone has a role to play in building a more vibrant, inclusive, and resilient Thunder Bay.

What You Can Do

Whether you are a resident, community leader, business owner, or institutional partner, there are ways to get involved and help shape the city’s future.

For All

- Be proud to call Thunder Bay home.
- Stay up to date through social media outlets including Visit Thunder Bay, Thunder Bay Lifestyle, the CEDC, the City of Thunder Bay, and community partners.
- Be an ambassador: Help promote Thunder Bay as a welcoming, affordable place to live and work.

For Residents

- Stay informed - Learn more at thunderbay.ca/smartgrowth and follow the City’s updates.
- Share your ideas - Participate in ongoing engagement opportunities and town halls.
- Support local - Choose local businesses and services to help grow the local economy.

For Community Organizations

- Align your efforts - Consider how your programs and investments can advance Smart Growth goals.
- Collaborate across sectors - Explore opportunities to partner with other institutions, businesses, and Indigenous organizations.
- Support equity and inclusion in hiring, outreach, and service delivery.

For Businesses & Employers

- Take advantage of programs and partnerships that support growth.
- Get involved - Join working groups, contribute data or insights, or help mentor the next generation of talent.

Your efforts matter.
Thank you for helping shape
Thunder Bay!



“Thunder Bay is where worlds meet – urban energy, small-town warmth, surrounded by untamed wilderness. It’s a place of learned self-sufficiency, foraging, exploring and fishing before sunset. One minute, you’re in a city with urban opportunity and diversity; the next, you’re surrounded by the soothing silence of taiga forest and mother nature with the call of loons across clean, clear water.

Thunder Bay is comprised of families from different cultures and roots – grounded in tradition, resilience, and a shared respect for land and one another. That build character and resilience. Thunder Bay shapes hearts in deeper ways – through the enduring presence and teachings of the local Indigenous peoples whose understanding and wisdom have long nurtured this land. The Anishinaabe teachings continue to resonate and influence how we live and how we see the future of this place we call home.

Here, we don’t just consume – we contribute. Local markets thrive with unique handmade goods and local harvested foods. People walk more slowly, grow their own, and build strong roots. Our community balances growth with preservation, innovation with tradition. It’s a place where you can thrive, not just live.

Thunder Bay isn’t just a place. It’s a feeling – a blend of strength and deep-rooted connection. Pride in knowing who you are, and the peace of knowing where you come from.

This city teaches that smart, sustainable living isn’t a plan – it’s a way of life. Where cultures meet, land is honoured, and the future is built not in haste, but with care, respect, and community at its heart.”

**- JOE BENVENUTO,
LOCAL RESIDENT**



Appendices

Appendix A: Task Force Growth Task Force Growth

The development of the Smart Growth Action Plan has been guided by the Task Force Growth, made up of 25 community leaders and institutional partners who possess a range of expertise on economic and community growth.

Task Force members’ wealth of experience and passion for the community has been crucial in developing this plan, contributing perspectives from diverse sectors like business, education, health and social services, Indigenous economic development, transportation and utilities.

The Task Force Growth was formed in January 2025 with an initial two-year mandate. The Task Force will continue to meet after this plan is approved to review progress, provide input on implementation, and respond to emerging issues as they arise.

The City of Thunder Bay expresses sincere gratitude to members of the Task Force Growth for their continued collaboration to grow Thunder Bay.

Membership List

Chair – John Collin City of Thunder Bay	Chris Heikkinen Port of Thunder Bay	Charla Robinson Thunder Bay Chamber of Commerce
Vice-Chair – Jamie Taylor Thunder Bay CEDC	Graham Ingham Thunder Bay Airport	Adam Rose RJ Burnside & Associates
Vice-Chair – Kerri Marshall City of Thunder Bay	Jessica Logozzo Thunder Bay Regional Health Sciences Centre	Michelle Salo Confederation College
Denise Atkinson Tipi Horse Connects	Jack Mallon Royal LePage	Gillian Siddall Lakehead University
Andrew Bishop Thunder Bay Pulp & Paper	Nathanael Moulson NDRM Advisory Services	Karl Skogstad Lakehead University
Janine Black St. Joseph’s Care Group	Paul Norris Tbaytel	John Stephenson FormStudio Architects
Brian Davey Nishnawbe Aski Development Fund	Matt Pearson City of Thunder Bay	Cheryl St. James Fort William First Nation
Sean Davies Maintair Aviation Services	Kara Pratt Waterfront District BIA	
Rene Gallant Synergy North	Raechel Reed Fort William BIA	

THUNDER BAY CEDC
ECONOMIC GROWTH ASSESSMENT
2025

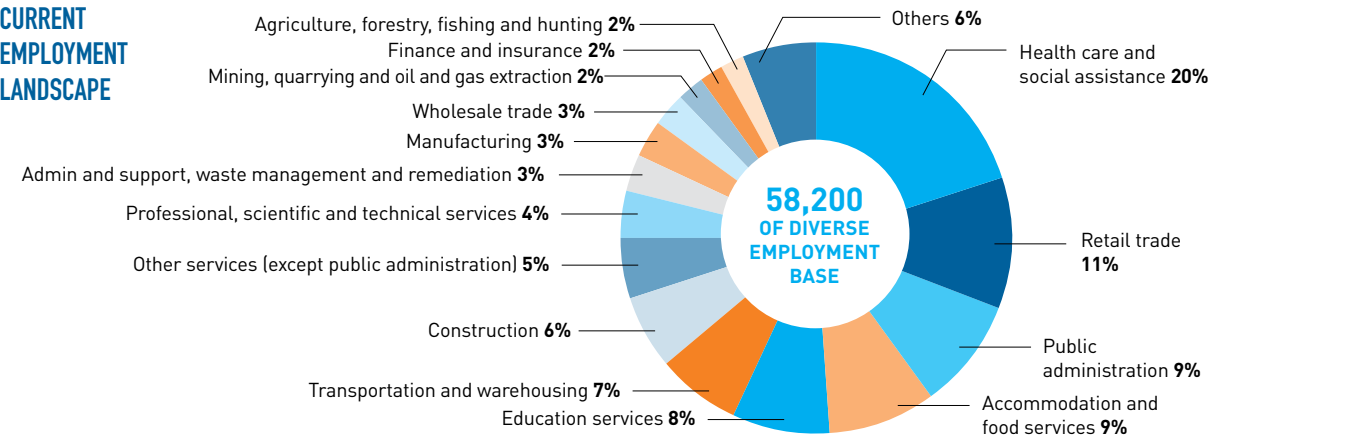
THUNDER BAY
CEDC
COMMUNITY ECONOMIC
DEVELOPMENT COMMISSION

The Thunder Bay Community Economic Development Commission (CEDC) conducted an Economic Growth Assessment and Strategy with Watson & Associates Economists Ltd. This study provides strategic recommendations grounded in fact-based analysis to ensure Thunder Bay is investment ready, competitive, and well positioned in key growth sectors over the next five years and beyond.

Thunder Bay's Strategic Assets and Value Proposition

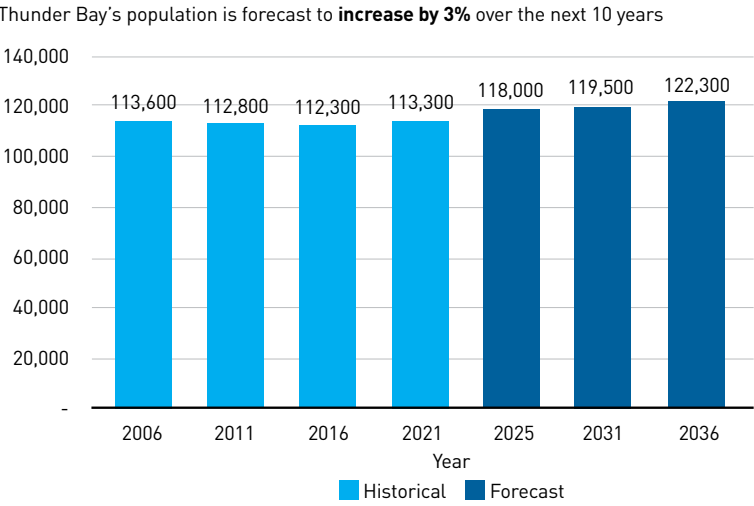
- Regional centre with a strong and diverse industrial market, office and retail commercial market, and institutional sector represented by a wide range of industry sectors and business sizes
 - Wide range of transportation assets – major highways, rail links, major airport, and port facilities
- High concentration of post-secondary institutions
 - Businesses and entrepreneurs have access to a variety of capital and financial incentives, as well as business support

CURRENT
EMPLOYMENT
LANDSCAPE

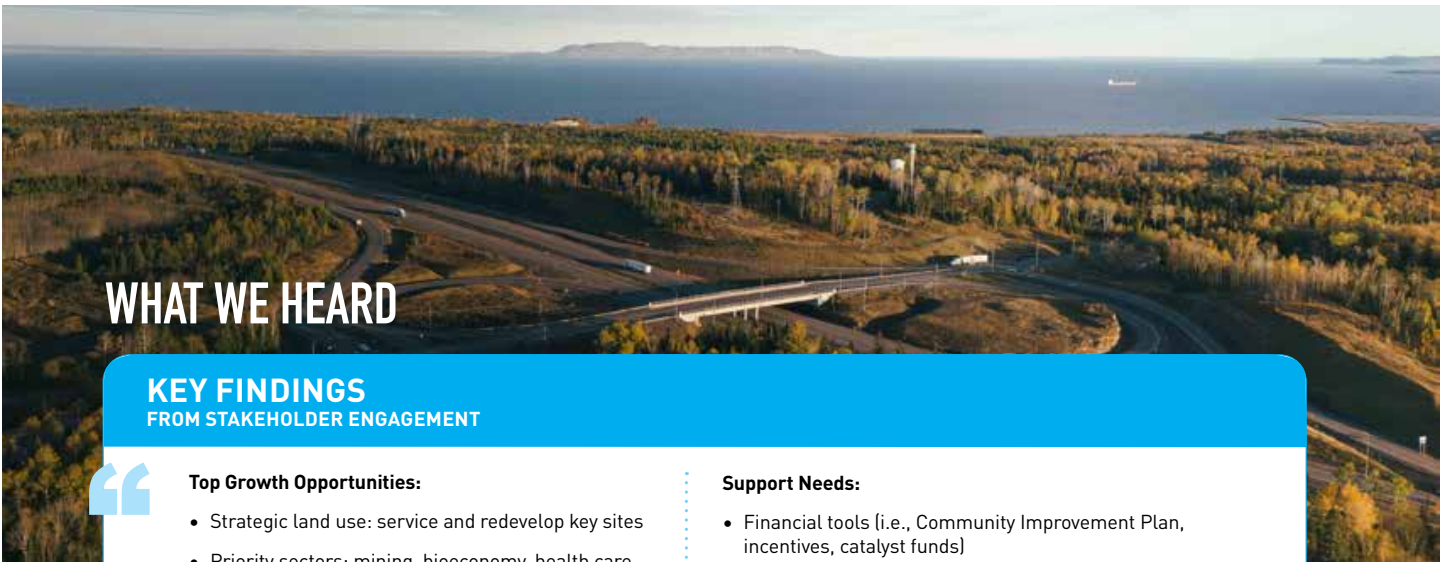
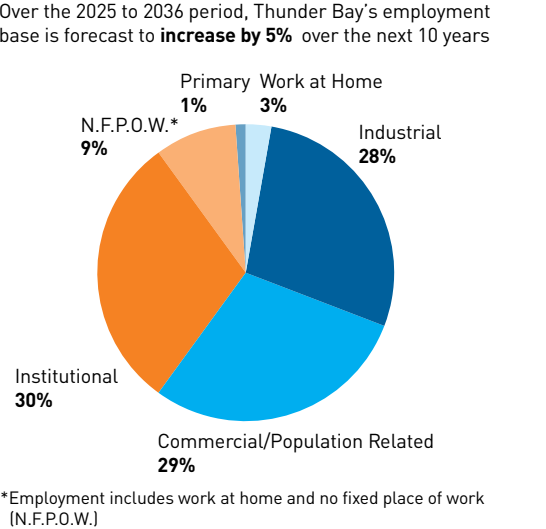


WITHOUT TARGETED ACTIONS, GROWTH IS LIMITED

THUNDER BAY'S POPULATION GROWTH OUTLOOK



THUNDER BAY'S EMPLOYMENT GROWTH OUTLOOK



WHAT WE HEARD

KEY FINDINGS
FROM STAKEHOLDER ENGAGEMENT

Top Growth Opportunities:

- Strategic land use: service and redevelop key sites
- Priority sectors: mining, bioeconomy, health care, tourism, education
- Quality of life: downtown revitalization, cultural and tourism development

Barriers to Growth:

- Land: lack of shovel-ready land
- Workforce shortages: skilled trades, health care, STEM (Science, technology, engineering and mathematics), aging population
- Reputation and infrastructure: image issues, aging system

Support Needs:

- Financial tools (i.e., Community Improvement Plan, incentives, catalyst funds)
- Workforce training and immigration supports
- Business mentorships, streamlined approvals, small and medium-sized enterprises support

Top Economic Development Priorities:

- Investment and business attraction
- Workforce and talent development
- Land and infrastructure readiness
- City image and quality of life
- Sector-specific growth (e.g., mining, tourism, bioeconomy, health)

SWOC ASSESSMENT

STRENGTHS

- Diverse economic base
- Presence of post-secondary institutions
- Role as a Regional Centre and transportation hub
- Vibrant tourism sector

WEAKNESSES

- Infrastructure and energy gaps
- Labour force shortages
- Negative external perceptions
- Land availability and servicing

OPPORTUNITIES

- Regional and local natural resources
- Leveraging education and health institutions
- Strategic site redevelopments
- Quality of life improvements
- City branding and promotions
- Expanding tourism potential

CHALLENGES

- Housing market choice
- Financial and investment challenges
- Aging population



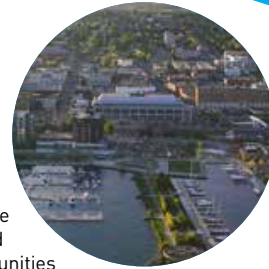
EMPLOYMENT LAND AREAS HIGHLIGHT

- Large and diverse existing Employment Land Area is 2,000 hectares - light industrial, medium industrial, heavy industrial, business park
- Development activity on Employment Land Area increasing
- Innova Business Park key area for City-owned employment lands
- Limited market choice of vacant industrial lands available for development and sale within Employment Land Areas
- Thunder Bay has an insufficient supply of development-ready vacant light and heavy industrial Employment Land Area to accommodate anticipated growth through 2036

COMMERCIAL AREAS HIGHLIGHT

Retail Market:

- Thunder Bay is Northwestern Ontario's regional shopping hub
- E-commerce impact is limited due to strong in-person retail demand from rural and Indigenous communities



Office Market:

- Dominated by public sector and health care institutions
- Stable market due to limited regional broadband and in-person services needs

Accommodations Sector:

- The hotel sector is performing well, with strong demand for additional developments in the City over the short term

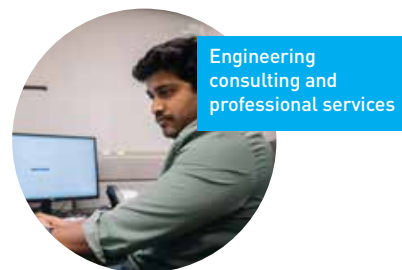
THUNDER BAY'S GROWTH POTENTIAL TARGET SECTOR OPPORTUNITIES



Mining and mining support activities



Transportation equipment manufacturing



Engineering consulting and professional services



Transportation and warehousing/logistics



Medical equipment manufacturing and health sciences



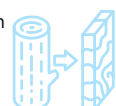
Bioeconomy (wood and wood-derived products)

REGIONAL AND LOCAL GROWTH DRIVERS

Growing Importance of Critical Minerals: lithium mining and processing



Diversification of forestry sector value add activities



Growing Importance as a Regional Centre in natural resources services, retail trade, government, health and social services, and transportation



Diversification of Economy, expanding opportunities in "knowledge-based" sectors



All Season Tourism



ECONOMIC GROWTH ASSESSMENT RECOMMENDATIONS

Employment Lands Strategic Recommendations

- ✓ Plan for employment uses under a new provincial policy framework
- ✓ Expand supply and market choice of development-ready Employment Land Areas that align with market demand/needs
- ✓ Strategically plan for new development-ready Employment Land Areas – priorities include Strathcona and Neebing lands
- ✓ Encourage intensification and promote redevelopment and revitalization of existing Employment Land Areas

Commercial Lands Strategic Recommendations

- ✓ Undertake a Commercial Study to assess the long-term designated commercial land requirements
- ✓ Continue to unlock the development potential of Thunder Bay's Pool 6 Waterfront Lands
- ✓ Embrace the evolving use of commercial lands
- ✓ Support maintaining institutional office uses in the strategic cores

Economic Development Strategic Recommendations

- ✓ Targeted sector development that builds on Thunder Bay's value proposition
- ✓ Promote Thunder Bay as a four season tourism destination
- ✓ Elevate quality of place to enhance Thunder Bay's economic competitiveness
- ✓ Strengthen investment attraction initiatives



Appendix C: Action Items

Table 6: Full action list

Readiness: Focus on Preparing for Growth				
Name		Action	Timeline	Lead
Supporting Commercial & Industrial Development				
R1	City-Wide Growth Community Improvement Plan	Implement the recently approved city-wide Growth Community Improvement Plan (CIP) to support investment attraction opportunities.	Short	CTB
R2	Commercial Land Needs Study	Conduct a long-term commercial land needs assessment, including a retail gap analysis, to guide future land use planning and support competitiveness for retail and service-based growth.	Short	CTB/CEDC
R3	Industrial Land Intensification Strategy	Work with active industrial and public sector property owners to develop opportunities to intensify their lands.	Short	CEDC
R4	Underutilized Commercial/Industrial Properties	Support the repurposing of underused privately-owned and City-acquired properties, enabling redevelopment through incentives, partnerships, by-laws and/or other planning tools. This includes revitalizing aging commercial areas into mixed-use neighbourhood hubs.	Short	CTB
R5	Innova Business Park Review	Take a fresh look at Innova Business Park development guidelines in alignment with CEDC priorities, current and emerging opportunities, and address constraints to accelerate development in the Park.	Short	CTB
R6	Central Avenue Lands	Develop a vision and construct municipal services, such as road and water services for the Central Avenue lands to open opportunities for residential and commercial uses.	Short	CTB
R7	Neebing Avenue Industrial Lands	Declare City-owned industrial lands on Neebing Avenue as surplus and market for sale to support near-term economic development.	Short	CTB
R8	Strategic Industrial Development of Mission & McKellar Islands	Prepare Mission and McKellar Islands for future industrial and employment growth by assessing development potential and identifying infrastructure needs.	Short	CTB

Readiness: Focus on Preparing for Growth				
Name		Action	Timeline	Lead
R9	Intercity Development	Develop specific initiatives to enhance the light industrial and commercial footprints in the Intercity area.	Short	CTB
R10	Industrial Land Opportunities	Market the new range of distinct industrial and commercial development opportunities.	Medium	CEDC
R11	Burwood Road Growth Opportunities	Expand the Burwood Road municipal utility services to enable the highest and best use of the lands.	Medium	CTB
R12	Strathcona Avenue Industrial Lands	Declare City-owned industrial lands on Strathcona Avenue as surplus and market for sale to support economic growth.	Medium	CTB
R13	Brownfield Redevelopment Strategy	Develop a comprehensive strategy that strengthens brownfield redevelopment through policy, incentives and partnerships.	Medium	CTB
R14	Industrial Park/Hubs	Construct an industrial park and/or a network of strategically located well-served industrial hubs in collaboration with the private sector.	Medium	CTB
R15	Shovel-Ready Opportunities	Establish shovel-ready lands through site certifications.	Medium	CTB
Housing				
R16	Housing Mix and Affordability	In collaboration with other levels of government, the District of Thunder Bay Social Services Administration Board (DSSAB), developers, employers, and housing partners, develop action plans to improve housing mix and affordability.	Short	CTB
R17	Infill Housing in Urban Serviced Areas	Explore new and expanded incentives and policies to encourage housing development in the areas connected to municipal services - where roads, water, and other infrastructure is already in place.	Short	CTB
R18	Increase Housing in the Downtown Cores	As part of the revitalization efforts for the downtown cores, expand incentives, policies, and partnerships to support higher-density housing.	Short	CTB
R19	Public Lands for Housing	Identify additional opportunities to unlock underused public lands for housing.	Short	CTB
R20	Build Canada Homes	Leverage the federal Build Canada Homes initiative to unlock and accelerate housing development through all available programs, partnerships, and investment tools.	Short	CTB

Readiness: Focus on Preparing for Growth				
	Name	Action	Timeline	Lead
R21	Secondary Plan Approval	Explore methods to improve the Secondary Plan processes (for example, subdivision plans).	Short	CTB
R22	Underutilized Residential Properties	Bring more housing to market by identifying and promoting underused residential properties to intensify their number of housing units.	Medium	CTB
R23	Launch a City-Wide Retrofit Program	Implement a city-wide retrofit program to help residents make their homes more energy efficient (such as insulation upgrades or energy-efficient heating systems), reducing costs and emissions in line with the Net-Zero Strategy.	Medium	CTB
R24	Innovative Housing Models	Develop and share educational resources – such as guides, workshops, or demonstration events – to showcase sustainable, lower-cost, and alternative housing models.	Medium	CTB
R25	Sustainable & Inclusive Neighbourhood Demonstration Project	Plan and launch a demonstration project that showcases best practices in sustainable, inclusive, and mixed-use neighbourhood design.	Medium	CTB
R26	Privately Held Lands for Housing	Develop policies and tools including changes to the tax system to encourage the redevelopment of privately held vacant lands for housing.	Long	CTB
Streamlined Development Process				
R27	One-Stop Development Shop	Improve the development experience for residents and builders by launching a One-Stop Development Shop to streamline approvals, enhance customer service, and provide clear online tools and guidance materials to help navigate the process more easily.	Short	CTB
R28	Public Inventory of Lands	Develop and maintain a public inventory and map of public lands available for residential, commercial, and industrial development.	Short	CTB
R29	Land Disposal Process	Streamline City’s process for disposing of and selling surplus lands.	Medium	CTB
R30	Site Plan Control Process	Review the Site Plan Control process and implement city-wide changes to make it more efficient, effective, and clear, while continuing to guide how new development fits into the community.	Medium	CTB

Readiness: Focus on Preparing for Growth				
	Name	Action	Timeline	Lead
R31	Archaeological Management Plan	Complete an Archaeological Management Plan.	Short	CTB
Sustainable & Inclusive Growth				
R32	Coordinated Community Response to Homelessness	Work with partners and other orders of Government to implement the long-term solutions to address homelessness.	Short	CTB
R33	Green Development Standard	Recognizing recent changes to Provincial legislation, explore possible options for Green Development Standards.	Short	CTB
R34	Potential for Urban Reserve Partnerships	Engage with Fort William First Nation and other Indigenous partners to explore the potential for a mutually beneficial urban reserve.	Long	CTB
Growth-Ready City Services				
R35	City Development Standards to Support Growth Opportunities	Review City standards, including the Engineering & Development Standards and Parks & Open Spaces Design Guidelines to identify opportunities to support growth.	Short	CTB
R36	City Grants Alignment with Growth Objectives	Review municipal grant and funding programs for alignment with the City’s growth objectives and adjust as needed.	Short	CTB
R37	Artificial Intelligence	Develop and implement a framework to adopt artificial intelligence (AI) solutions across municipal operations.	Short	CTB
R38	City By-Law Review	Conduct a growth-focused review of municipal by-laws to identify opportunities to support growth.	Medium	CTB
R39	Official Plan & Zoning By-Law Review	Conduct a review of the City’s Official Plan and Zoning By-law to identify further updates that support increased housing density, infill, mixed-use development, and targeted growth.	Medium	CTB
R40	Development Charges	In consultation with the development community, complete background studies and prepare a policy framework to support the potential introduction of Development Charges, with implementation no earlier than 2030.	Medium	CTB

Readiness: Focus on Preparing for Growth				
Name		Action	Timeline	Lead
Growth-Enabling Infrastructure				
R41	Infrastructure Capacity for Growth	Assess the capacity of existing municipal and non-municipal infrastructure, including the Water Treatment Plant, to support future growth, integrate growth objectives into the City's Asset Management Plan, and identify future upgrades needed in overall capacity or to address localized servicing gaps.	Short	CTB
R42	Energy Capacity & Independence	Assess current and future energy needs to support growth and identify priority areas for investment in energy infrastructure. Explore innovative solutions to improve local energy capacity and independence including: - Renewable energy, including solar power and biomass projects - Grid enhancement and modernization, including transmission - Expanding existing generation capacity - Partnerships with First Nations, industry, and educational institutions.	Short	Synergy North
R43	Business Event Hosting Capacity	Evaluate opportunities to grow Thunder Bay's capacity to host business events - including options that support cultural programming and other non-business events.	Short	CEDC
R44	Expressway Upgrades & the Northwest Arterial	Continue to work with the Provincial Government to advance upgrades to the Thunder Bay Expressway, alongside the planning and development of the Northwest Arterial.	Medium	CTB
R45	Sleeping Giant Parkway to Central Avenue	Construct a road extension of Sleeping Giant Parkway to Central Avenue to support improved connectivity - enabling further development along Waterfront.	Medium	CTB
R46	Feasibility of Small Modular Reactors (SMRs)	Collaborate with regional partners, Indigenous communities, and energy experts to assess the potential of SMRs as a sustainable, low-emission energy source to support growth.	Medium	Synergy North
R47	Ground Level Rail Crossing (Red River Road at Prince Arthur's Landing)	Work with the railway to potentially construct a ground level pedestrian rail crossing at the base of Red River Road into Prince Arthur's Landing to support accessibility to public places and connectivity.	Long	CTB

Attraction: Focus on Making Thunder Bay More Inviting				
Name		Action	Timeline	Lead
Downtown & Waterfront Revitalization				
A1	Reimagine Victoriaville	Complete the Victoriaville Mall site project, developing a vibrant public space that supports retail and cultural spaces.	Short	CTB
A2	South Core Revitalization Action Plan	Recognizing the previous work done on this initiative and leveraging the demolition and reimagining of Victoriaville Mall, develop an action plan to revitalize Thunder Bay's south core.	Short	CTB
A3	North Core Revitalization Action Plan	Recognizing the previous work done on this initiative and leveraging the recent improvements to Red River Road, Court Street, and the Waterfront, develop an action plan to enhance Thunder Bay's north core.	Short	CTB
A4	Pool 6 Lands Development	Develop a vision and action plan for the Pool 6 lands, building on the CEDC's Highest and Best Use Study and recent public engagement.	Short	CTB
A5	Waterfront Buildings	Explore options to maximize the use of municipally owned buildings located at Prince Arthur's Landing to promote public use of the waterfront.	Short	CTB
A6	Marina Park Festival Area	Complete the renewal and enhancement of the Marina Park festival area.	Medium	CTB
A7	Parking Strategy	Review the City's parking strategy by evaluating parking availability, accessibility, pricing, and the impact on local businesses.	Medium	CTB
City Image				
A8	City-Wide Beautification Strategy	Develop and implement a city-wide beautification strategy to improve cleanliness and appearance through litter cleanup, graffiti removal, landscaping, public art and other enhancements. Prioritize efforts in core areas, public spaces, major entry points, and image routes.	Short	CTB
A9	Vacant & Dilapidated Building Program	Implement a program to bring vacant, underused and dilapidated buildings back into productive use through a mix of incentives, regulations, and partnerships.	Short	CTB
A10	Façade Improvement	Enhance the current initiatives available for façade improvement throughout the city.	Short	CTB

Attraction: Focus on Making Thunder Bay More Inviting				
	Name	Action	Timeline	Lead
A11	Branding the City	Develop and launch a refreshed city brand and marketing strategy.	Short	CTB
A12	Thunder Bay Lifestyle Promotion Campaign	Grow the CEDC lifestyle-focused marketing campaign, highlighting Thunder Bay’s short commutes, vibrant food and arts scene, after-work experiences, and access to nature.	Short	CEDC
A13	Targeted Investment	Develop a sector strategy for business development, expansion and investment attraction.	Short	CEDC
A14	Urban Design Guidelines	Implement Urban Design Guidelines prioritizing improvements to the north-south civic connection along Memorial Avenue.	Medium	CTB
Welcoming Community				
A15	Welcoming Community Action Plan	Develop and implement a Welcoming Community Action Plan focused on making new residents feel at home and connecting them with the information, services, and supports they need to thrive.	Short	CTB
A16	Newcomer Welcome Centre	Building on existing community programs and services, provide comprehensive, centralized supports for new residents through a newcomer welcome centre. The centre will offer orientation, housing and employment navigation, language and cultural support, and connection to local programs.	Short	Thunder Bay Multicultural Association
A17	Supporting First Nations Youth	Support coordination among youth-serving partners and leaders to assist First Nation youth relocating to Thunder Bay for schooling.	Short	CTB
A18	Indigenous Naming & Design	Collaborate with Indigenous communities to develop a policy to reflect cultural diversity in place naming, public space design, and storytelling.	Short	CTB
A19	Indigenous Cultural Spaces	Find opportunities to support the creation of more Indigenous public spaces, such as cultural centres and healing lodges.	Short	
Events & Recreation				
A20	Recreation and Tourism Attractions	Encourage the development of privately-owned major attractions, bringing together recreation, tourism, and business activity.	Ongoing	CEDC

Attraction: Focus on Making Thunder Bay More Inviting				
	Name	Action	Timeline	Lead
A21	Tourism Master Plan	Develop a Tourism Master Plan focussing on local and regional tourism assets.	Short	CEDC
A22	Multi-Use Indoor Turf Facility	Complete construction of the multi-use indoor turf facility to support a variety of sports, events, functions and recreational activities.	Short	CTB
A23	Centennial Botanical Conservatory	Complete the revitalization of the Centennial Botanical Conservatory to enhance its educational, environmental, cultural and aesthetic value.	Short	CTB
A24	Cultural Event Promotion	Celebrate Thunder Bay’s diverse population and multicultural heritage by expanding promotion of local festivals, events, and cultural spaces to residents and visitors.	Short	CTB/Partners
A25	Event Equipment Lending Program	Review the fee structure, usage policies, and maintenance plan for the City’s recreation and event equipment.	Short	CTB
A26	Sport Tourism Strategy	Develop a Sport Tourism Strategy to guide future investment and initiatives, to support an increased number of successful regional and national sporting events.	Medium	CEDC
A27	Event-Hosting Strategy	Update the City’s Event-hosting Strategy to help attract major cultural, entertainment, and sporting events.	Medium	CTB
A28	Local Festivals & Events	Expand event and vendor support and work to improve permitting processes to help local festivals and events grow.	Medium	CTB
A29	Annual Thunder Bay Showcase	Explore the opportunity to launch an annual showcase highlighting local music, food, arts, Indigenous cultures, and sport, positioning the event as a signature attraction.	Medium	CTB
A30	Recreation & Parks Master Plan	Develop an integrated recreation and parks master plan focusing on additional opportunities for indoor court sport and year-round activities for all ages.	Medium	CTB
A31	Arena Renewal Plan	Develop an arena renewal plan to modernize and right-size arenas.	Medium	CTB
A32	Major Event Arena	Plan for a new major event arena, with capacity to host major sporting competitions, concerts, and community events with a target seating capacity of 5000.	Long	Public-Private Partnership

Attraction: Focus on Making Thunder Bay More Inviting				
Name		Action	Timeline	Lead
Transportation				
A33	Active Transportation Network	Expand and connect Thunder Bay’s sidewalks, trails, and bike routes to support mobility, sustainability, and community well-being.	Ongoing	CTB
A34	Thunder Bay Transit	Transform Thunder Bay Transit to better meet community needs by addressing service gaps, optimizing routes, and enhancing the rider experience.	Short	CTB
A35	New Transportation Options	Explore alternative forms of transportation that could fill the gap between public transit and car ownership, such as car sharing, micro transit, e-bikes, e-scooters, and mobility hubs.	Short	CTB
A36	Airport Access & Regional Connectivity	Work with partners to improve flight access, explore international connections, and develop logistics hubs to support tourism, trade, and business growth across the region.	Medium	Thunder Bay Airport
Quality of Life				
A37	Community Safety & Well-Being Plan	Update the Community Safety & Well-Being Plan to develop enhanced, evidence-informed substance use and crime-prevention strategies.	Short	CTB
A38	Childcare Capacity Action Plan	Work with the Thunder Bay DSSAB and community partners to create a childcare action plan that increases access to affordable spaces, grows the local childcare workforce, and supports innovative models like employer-supported care.	Short	CTB
A39	City-Led Health Clinic	Explore the opportunity and business case for a City-led medical centre that would host family doctors and other medical services, to improve local healthcare access.	Medium	CTB
A40	Veterinary Care	Explore strategies to improve access to veterinary care in Thunder Bay, building on Lakehead University’s new Collaborative Doctor of Veterinary Medicine Program.	Medium	Confederation College / Lakehead University
A41	Digital Connectivity	Tbaytel to support all new developments with Fibre and 5G.	Ongoing	Tbaytel
A42	Public WiFi	Tbaytel to assess public WiFi coverage and invest in larger venues determined in conjunction with the city.	Short	Tbaytel

Talent: Focus on Building a Skilled & Diverse Workforce				
Name		Action	Timeline	Lead
Attraction & Retention				
T1	Employment Opportunity Promotion	Increase the visibility of local job opportunities through targeted outreach and partnerships with employers.	Ongoing	CEDC
T2	Welcome Guide	Develop a Welcome Guide to help new workers and their families settle in Thunder Bay by providing information on housing, schools, services, and community life.	Short	CEDC
T3	International Credentials/ Experience	Explore opportunities and partnerships to support employers and hiring managers in understanding international credentials and work experience.	Short	CEDC
T4	Young Professional Networks	Partner with community organizations, employers, and educational institutions to support young professional networks and expand opportunities for connection, skill-building, and community involvement.	Short	Thunder Bay Chamber of Commerce
T5	Spousal Job-Matching Program	Explore the feasibility of a spousal job-matching program to help attract and retain talent relocating to Thunder Bay.	Medium	CEDC
Education & Training				
T6	Post-Secondary Program Alignment	Align and enhance local post-secondary program offerings, working with economic and employment agencies to identify labour force gaps and future job opportunities.	Ongoing	Confederation College / Lakehead University
T7	Youth Development & Entrepreneurship	Expand youth development and entrepreneurship opportunities.	Short	CEDC / Thunder Bay Chamber of Commerce
T8	Research Partnerships & Co-op Placements	Grow research partnerships and create more co-op and experiential learning placements, helping students connect with local businesses and find opportunities within Thunder Bay.	Short	Confederation College / Lakehead University
T9	Career Pathways	Strengthen pathways to local careers for post-secondary students and recent graduates by exploring programs like a talent accelerator, mentorships, bursaries, and work placements aimed at increasing graduate retention and filling workforce gaps in key sectors.	Medium	Confederation College / Lakehead University

Talent: Focus on Building a Skilled & Diverse Workforce				
Name		Action	Timeline	Lead
Skilled Trades				
T10	Skilled Trade Career Promotion	Promote and deliver skilled trades career opportunities by partnering with employers, trade unions, educators, and Indigenous and newcomer organizations to offer hands-on workshops, reduce barriers, and connect job seekers to apprenticeships and employment in key growth sectors.	Medium	Training Institutions
T11	Skilled Workforce Training Program	Establish a local skilled workforce training program such as Common Core focused on key industries including mining, collaborating with local trade unions, educational institutions, and Indigenous organizations.	Medium	Training Institutions
T12	Green Economy Training	Build a future-ready workforce by advocating for the development of local green economy training programs.	Long	Confederation College
Key Sectors & Strategic Opportunities				
T13	Indigenous Talent Pathways	Support Indigenous talent pathways that create training-to-employment opportunities for Indigenous youth and other community members, with a focus on key growth sectors.	Short	Confederation College
T14	Economic Immigration Pathways	Advocate for expanded economic immigration pathways to attract newcomers and fill local labour gaps.	Short	CEDC / Thunder Bay Chamber of Commerce / CTB
T15	Healthcare Recruitment Efforts	Review healthcare recruitment efforts in partnership with health, long-term care and education organizations to help meet current and future staffing needs.	Short	Thunder Bay Regional Health Sciences Centre / CEDC / St. Joseph's Care Group
T16	Business Succession	Enhance business succession planning through new programs and services delivered through the CEDC.	Medium	CEDC
T17	Differentiated recruitment and retention solutions for Northwestern Ontario	Advocate for differentiated recruitment and retention solutions that will attract and keep Health Human Resources in the City and the region. Including streamlined licensing and training pathways for internationally trained healthcare professionals to help address local shortages.	Short	Thunder Bay Regional Health Sciences Centre

Appendix D: Community Engagement

The Smart Growth Action Plan is built on feedback from a diverse range of people across Thunder Bay. The City of Thunder Bay thanks everyone who took the time to provide their input and share their challenges, hopes, and ideas for growth.

Initial public input was gathered through focus groups, town halls, targeted meetings, and a public survey. As this Plan is a living document, engagement will continue as the actions are implemented. Ongoing dialogue with residents, businesses, and community partners will help evaluate progress, identify emerging opportunities, and maintain the Plan’s relevance as the community’s needs evolve over the next decade.



To connect with the growth team, please find us online at thunderbay.ca/smartgrowth

Appendix E: Glossary

Affordable Housing: Housing that is deemed affordable when a household spends no more than 30% of its gross income on shelter costs, including rent or mortgage, utilities, and taxes. Affordability varies based on local incomes and housing markets.

Artificial Intelligence (AI): A field of technology focused on creating systems capable of simulating human intelligence, including learning, reasoning, analyzing data, and recognizing patterns.”

Assessment Growth: The year-over-year increase in the total property tax assessment base, measured as a percentage. Assessment growth reflects how much new assessment value has been added to the tax base, providing a key indicator of financial capacity to fund municipal services and infrastructure.

Brownfield Development: The redevelopment or reuse of previously developed land, often former industrial or commercial sites that may be underused, vacant, or contaminated. Brownfield projects typically require remediation or infrastructure upgrades but can revitalize established areas and make more efficient use of existing services.

Capital Projects: Large-scale municipal investments in physical assets such as roads, water systems, public facilities, and parks. Capital projects are typically funded through the City’s capital budget.

City of Thunder Bay (City): Refers to The Corporation of the City of Thunder Bay, including its departments, programs, and municipal services.

city (lowercase): Refers to the entire community of Thunder Bay, including residents, businesses, institutions, and partners.

Community Improvement Plan (CIP): A tool under the Ontario Planning Act that allows municipalities to offer financial incentives and programs to support revitalization, redevelopment, and community growth.

Diverse Housing Options: A range of housing types, sizes, and price points that meet the needs of residents at different life stages and income levels. Diverse housing options support inclusivity, affordability, and a balanced growing community.

Development Approvals: The formal municipal process by which applications for development (e.g., rezoning, subdivisions, site plans) are reviewed and approved, ensuring they meet zoning, policy, and infrastructure requirements.

Greenfield Development: The development of previously undeveloped land, usually located at the urban fringe or in rural areas. Greenfield sites generally offer fewer constraints for development but require new infrastructure and services, and they can contribute to urban sprawl if not carefully managed.

Housing Community Improvement Plan (CIP): A municipal planning tool provided by the Ontario Planning Act that allows the City to offer grant funding to housing projects that add density and contribute to a more diverse housing stock.

Infill Development: New development within established neighbourhoods or previously developed areas, typically on vacant or underused lots, to make better use of existing infrastructure and services.

Infrastructure Deficit (Infrastructure Gap): The infrastructure deficit, also called the infrastructure gap, refers to the underfunding of maintenance, renewal, and replacement of public infrastructure. It reflects the difference between what is required to keep infrastructure in good condition and the resources currently available, leading to a backlog of needed work.

Key Performance Indicators (KPIs): Measurable values used to track progress toward defined objectives. In this Plan, KPIs relate to population growth, tax base growth, and other outcomes.

Missing Middle Housing: Medium-density housing types – such as duplexes, triplexes, townhouses, and low-rise apartments – that fall between single-detached homes and high-rise buildings. These types increase housing diversity and affordability.

Resilient Infrastructure: Public infrastructure that is designed, built, and maintained to withstand and adapt to changing conditions, including climate impacts, extreme weather, and evolving community needs. Resilient infrastructure ensures long-term reliability, safety, and sustainability.

Resilience: The ability of a community to withstand, adapt to, and recover from extreme events while continuing to function effectively. Extreme events can include but are not limited to storms, floods, heatwaves, power outages, global pandemics, and economic recessions.

Shovel-Ready Land: Lands that are fully serviced and zoned, with infrastructure in place, and are ready for immediate development.

SMART Actions: Strategic actions that follow SMART criteria – Specific, Measurable, Achievable, Relevant, and Time-bound – for accountability and results.

Smart Growth: An intentional, inclusive, and sustainable approach to development that supports a strong economy, livable communities, efficient land use, and environmental stewardship.

Strategic Pillars: The three core areas that organize the Plan’s actions: Readiness, Attraction, and Talent.

Sustainability: The ability to maintain or support something over the long term. This involves making decisions and taking actions that balance environmental health, economic strength, and social well-being so that current and future generations can thrive.

Tax Base: The total assessed value of all taxable properties in the city from which property tax revenue is generated to fund municipal services.

Tax Base Balance: The proportion of the tax base made up of residential, commercial, and industrial properties. A more balanced mix supports financial sustainability.

Tax Ratios: The relationship between the municipal tax rate for the residential class and the tax rates for other property classes.

Task Force Growth (TFG): A group of local leaders from diverse sectors guiding the development and implementation of the Smart Growth Action Plan through collaboration and oversight.

Vision and Mission: The guiding aspirations and purpose of the Plan. The Vision describes the desired future state; the Mission outlines how it will be achieved.





Memorandum

Corporate By-law Number 305-2025

TO: Krista Power, Director
Legislative Services and City Clerk **FILE:**

FROM: Cory Halvorsen, Manager – Parks & Open Spaces

DATE: 09/15/2025 (mm/dd/yyyy)

SUBJECT: By-law 305-2025 – A By-law to amend By-law 129-1991, to designate certain property, known as the Chippewa Park Carousel, presently located at Chippewa Park, pursuant to the *Ontario Heritage Act*

MEETING & DATE: City Council - 10/21/2025 (mm/dd/yyyy)

By-law Description: A By-law to amend By-law 129-1991, being a By-law to designate certain property, known as the Chippewa Park Carousel, presently located at Chippewa Park, pursuant to the *Ontario Heritage Act*.

Authorization: Report 2012.156 (Legal Services), – Committee of the Whole – October 15, 2012; City Council – Resolution – October 21, 2025.

By-law Explanation: The purpose of this By-law is to approve the relocation of the Carousel and its enclosure. Amendments to the *Ontario Heritage Act* in 2005 and to regulations made under the Act in 2006, resulted in the establishment of criteria for the designation of properties as being of cultural heritage value. Currently, the City of Thunder Bay has designated, by By-law, 25 properties as being of cultural heritage value. As all of these by-laws were enacted prior to the 2005 amendments to the *Ontario Heritage Act*, the Heritage Advisory Committee determined that these 25 by-laws should be amended to include the criteria for designation as required by the 2005 amendments. The advantage of amending the 25 by-laws is in the clarification that the revised criteria provides regarding the significant aspects of the properties that are to be protected in the event of renovation or potential demolition of the buildings.

Schedules and Attachments:

Schedule A – Legal Description

Schedule B – Criteria for Determining Cultural Heritage Value or Interest of the
Chippewa Park Carousel

Schedule C - 62261-0311 Property Index Map

Schedule D - 62261-0311 Parcel Register

Schedule E - By-law 129-1991 – Chippewa Park Carousel

Amended By-law Number:



THE CORPORATION OF THE CITY OF THUNDER BAY
BY-LAW NUMBER 305-2025

A By-law to amend By-law 129-1991, being a by-law to designate certain property, known as the Chippewa Park Carousel, presently located at Chippewa Park, pursuant to the *Ontario Heritage Act*.

Recitals

1. Pursuant to By-law 129-1991, the Council for The Corporation of the City of Thunder Bay designated property and structures known as the Chippewa Park Carousel, and located within Chippewa Park, in the City of Thunder Bay (hereinafter referred to as the “designating by-law”).
2. Pursuant to Section 30.1 of the *Ontario Heritage Act*, the Council may amend the designating by-law to clarify and correct the description of the property’s heritage attributes and to correct the legal description of the property.
3. Council has determined that it is in the public interest to amend By-law 129-1991 to include designating criteria.
4. Council has deemed that The Corporation of the City of Thunder Bay, as the owner of the Chippewa Park Carousel, has received notice as required by the *Ontario Heritage Act* of the proposed amendment to By-law 129-1991 and has no objection thereto.

ACCORDINGLY, THE COUNCIL OF THE CORPORATION OF THE CITY OF THUNDER BAY ENACTS AS FOLLOWS:

1. THAT By-law 129-1991, as amended is amended by:
 - (a) deleting the legal description contained in section 2, commencing with the words “Parcel 3638...” and ending with the words “City of Thunder Bay, District of Thunder Bay”, and by replacing the legal description contained in Schedule “A” attached to, and forming part of this By-law, and
 - (b) repealing Schedule “B” – Criteria for Determining Cultural Heritage Value or Interest and replacing it with amended Schedule “B” - Criteria for Determining Cultural Heritage Value or Interest which includes recent updates to the Chippewa Park Carousel and the enclosure of the Chippewa Park Carousel, attached to, and forming part of this By-law, as Schedule “A” and Schedule “B” to By-law 129-1991, as amended.

2. This By-law shall come into force and take effect on November 20, 2025, thirty days from the date it is passed.

Enacted and passed this 21st day of October, A.D. 2025 as witnessed by the Seal of the Corporation and the hands of its proper Officers.

Andrew Foulds

Speaker

Krista Power

City Clerk



Schedule "A"

Legal Description

Chippewa Park Carousel (Chippewa Park)

PT FORT WILLIAM INDIAN RESERVE NO. 52 (GRAND TRUNK PACIFIC) 1600 ACRES AS IN OFW38404;

Thunder Bay, being the whole of PIN 622610311;.



Schedule "B"

Criteria for Determining Cultural Heritage Value or Interest of the Chippewa Park Carousel

Chippewa Park Carousel (Chippewa Park)

Builder: C.W. Parker Company

Building description:

The Chippewa Park Carousel was built in the "County Fair" style, with 28 horses paired two abreast and one four-person bench seats in the style of chariots. All are mounted on a circular platform, 42" in diameter. The horses are posed to mimic galloping horses, including windblown manes, creating the illusion of movement. All the hand-carved wooden horses wear real metal horseshoes. The cantles of the horses' saddles feature carved dog's heads, corn cobs and fish. A rim of sectional panels (rounding boards) circles the edge of the canopy. Each panel is adorned with carved dragons and flowers. Rustic carved frames surround mirrors that link the rounding boards. The mechanical equipment is concealed in the centre of the carousel behind an A-frame supported by a centre pole and illustrated decorative panels. The Carousel retains its original Eli motor drive and its refurbished and operational Wurlitzer Band Organ. The Carousel is an excellent example of three-dimensional folk art.

The "County Fair" style of carousels was designed to be a "sleeked down" version of the stationary carousels as seen in the Coney Island or Philadelphia styles; mobile, and able to be taken down, moved to the next location, and set up again. The County Fair style emerged in the late 1880s.

The property is designated for both its historical and architectural merit.

Notable architectural features:

The complete restoration of the Carousel began in 2017 and continued to 2025. Restoration was completed by mirroring as closely as possible the historic architecture of the Carousel and returning it to near factory condition.

The architectural features include:

- 28 hand-carved wooden horses
- real metal horseshoes on carousel horses
- horses posed to mimic galloping horses
- horses have hollow heads and necks, laminated bodies, solid tails, manes and legs
- dog heads, fish and corn cobs carved into saddles of horses
- one four-person hand-carved wooden bench seating unit in the style of a chariot
- decorated wooden panels on central A-frame of carousel
- Rounding boards of sectional panels circling the edge of canopy that feature carved dragons, branches and flowers.
- carved frames surrounding mirrors on sectional panels on edge of canopy
- fabric canopy of panels
- Eli motor drive
- Wurlitzer Band Organ.

Historical value:

Built between 1918 and 1920, the Carousel was built by C.W. Parker, who called himself the “Amusement King”. The Carousel was purchased by the Fort William Parks Board from Mrs. King’s Travelling Carnival which went into bankruptcy while operating at Chippewa Park in 1934.

During the period in which the Chippewa Park Carousel was built by C.W. Parker, his company employed World War I German prisoners of war as skilled woodworkers to carve his creations. Between 1895 and 1926, the C.W. Parker Carnival and Supply Company of Leavenworth, Kansas, constructed approximately 800 carousels (also known as “Carry-us-Alls”), but only three are known to remain intact; the Chippewa Park Carousel is one of those.

During the Great Depression of the 1930s, the demand for carousels and other amusement park rides significantly declined. This, coupled with the trend towards mechanization and mass-production, with cheaper materials, devalued the art of carousel construction. Folk art collectors began to purchase individual carousel animals, increasing the rarity of a complete, intact carousel.

The Chippewa Park Carousel as an amusement park ride also has cultural significance. Amusement parks provide a visible record of modern North American culture, reflecting broader trends in social history and acting as extravagant and flamboyant alternatives to the ordinary and routine lives of park patrons. Amusement parks and their rides are symbols of both urbanization and industrialization, two major processes that shaped the modern world and which rose to significance beginning in the mid-19th century.

Contextual value:

The Carousel has been located at Chippewa Park since its purchase in 1934 from a travelling carnival owned by Mrs. Maude E. King that went bankrupt. However, because the Chippewa Park Carousel is a moveable structure, the property on which it resides can be changed.

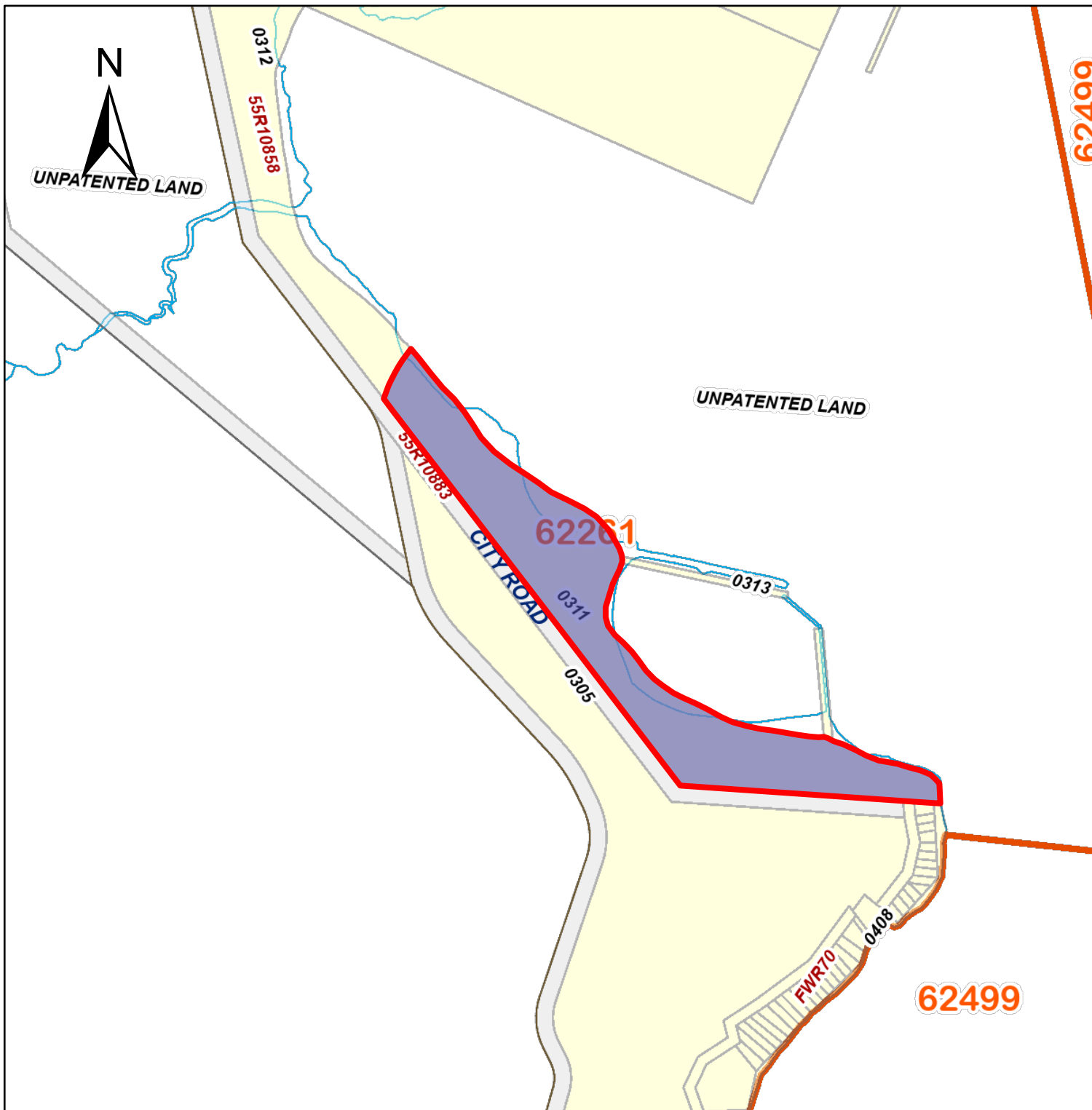
Should the City decide to move the Carousel to another permanent location, the designation property description may be altered.

Prepared by Kimberly Costa
October 3, 2012

Updated by Tom Forsythe and Werner
Schwar
September 24, 2025

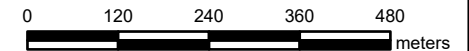
Kimberley Costa revisions
September 30, 2025

Final revised version as adopted by the
Heritage Advisory Committee
at its meeting held on September 25, 2025



PRINTED ON 14 OCT, 2025 AT 11:13:36
FOR GMATSON01

SCALE



PROPERTY INDEX MAP THUNDER BAY(No. 55)

LEGEND

FREEHOLD PROPERTY	
LEASEHOLD PROPERTY	
LIMITED INTEREST PROPERTY	
CONDOMINIUM PROPERTY	
RETIRED PIN (MAP UPDATE PENDING)	
PROPERTY NUMBER	0449
BLOCK NUMBER	08050
GEOGRAPHIC FABRIC	
EASEMENT	

THIS IS NOT A PLAN OF SURVEY

NOTES

**REVIEW THE TITLE RECORDS FOR COMPLETE
PROPERTY INFORMATION AS THIS MAP MAY
NOT REFLECT RECENT REGISTRATIONS**

THIS MAP WAS COMPILED FROM PLANS AND
DOCUMENTS RECORDED IN THE LAND
REGISTRATION SYSTEM AND HAS BEEN PREPARED
FOR PROPERTY INDEXING PURPOSES ONLY

FOR DIMENSIONS OF PROPERTIES BOUNDARIES SEE
RECORDED PLANS AND DOCUMENTS

ONLY MAJOR EASEMENTS ARE SHOWN

REFERENCE PLANS UNDERLYING MORE RECENT
REFERENCE PLANS ARE NOT ILLUSTRATED



LAND
REGISTRY
OFFICE #55

62261-0311 (LT)

PAGE 1 OF 1
PREPARED FOR gmatson01
ON 2025/10/14 AT 11:06:05

* CERTIFIED IN ACCORDANCE WITH THE LAND TITLES ACT * SUBJECT TO RESERVATIONS IN CROWN GRANT *

PROPERTY DESCRIPTION: PT FORT WILLIAM INDIAN RESERVE NO. 52 (GRAND TRUNK PACIFIC) 1600 ACRES AS IN OFW38404; THUNDER BAY

PROPERTY REMARKS:

ESTATE/QUALIFIER:

FEE SIMPLE
LT CONVERSION QUALIFIED

RECENTLY:

FIRST CONVERSION FROM BOOK

PIN CREATION DATE:

2004/05/25

OWNERS' NAMES

THE CORPORATION OF THE CITY OF THUNDER BAY

CAPACITY SHARE

BENO

REG. NUM.	DATE	INSTRUMENT TYPE	AMOUNT	PARTIES FROM	PARTIES TO	CERT/ CHKD
** PRINTOUT	INCLUDES ALL	DOCUMENT TYPES AND	DELETED INSTRUMENTS	SINCE 2004/05/21 **		
**SUBJECT,	ON FIRST REGISTRATION UNDER THE	LAND TITLES ACT, TO:				
**	SUBSECTION 44(1) OF THE LAND TITLES ACT, EXCEPT PARAGRAPH 11, PARAGRAPH 14, PROVINCIAL SUCCESSION DUTIES	*				
**	AND ESCHEATS OR FORFEITURE TO THE CROWN.					
**	THE RIGHTS OF ANY PERSON WHO WOULD, BUT FOR THE LAND TITLES ACT, BE ENTITLED TO THE LAND OR ANY PART OF					
**	IT THROUGH LENGTH OF ADVERSE POSSESSION, PRESCRIPTION, MISDESCRIPTION OR BOUNDARIES SETTLED BY					
**	CONVENTION.					
**	ANY LEASE TO WHICH THE SUBSECTION 70(2) OF THE REGISTRY ACT APPLIES.					
**DATE OF CONVERSION TO	LAND TITLES: 2004/05/25	**				
OFW38404	1962/01/05	TRANSFER	\$10,000		THE CORPORATION OF THE CITY OF FORT WILLIAM	C
TY206383	2015/11/03	APL CH NAME OWNER		THE CORPORATION OF THE CITY OF FORT WILLIAM	THE CORPORATION OF THE CITY OF THUNDER BAY	C



THE CORPORATION OF THE CITY OF THUNDER BAY

BY-LAW NUMBER...129.. 19.91....

A By-law to designate certain property, known as the Chippewa Park Carousel, presently located at Chippewa Park, pursuant to the Ontario Heritage Act.

WHEREAS it is advisable and expedient to designate the property hereinafter described under the Ontario Heritage Act;

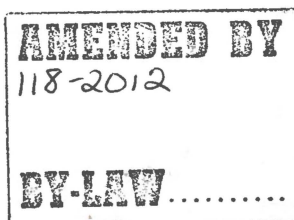
AND WHEREAS notice of the intention of the Corporation to designate the said property as aforesaid has been given by the Clerk of the Municipality in accordance with Section 29 of the said Act;

AND WHEREAS no objections to the said designation have been filed pursuant to the said Section 29;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE CITY OF THUNDER BAY ENACTS AS FOLLOWS:

1. In this By-law, the only structure to be designated within this property description of Chippewa Park is the Carousel.
2. The property more particularly described as Parcel 3638, City of Fort William Freehold, Portion of Fort William Indian Reserve, City of Thunder Bay, District of Thunder Bay, is hereby designated as property of historic or architectural value or interest pursuant to Part IV of The Ontario Heritage Act, R.S.O., 1980, Chapter 337.
3. This By-law shall come into force and effect upon the final passing hereof.

Enacted and Passed this 10th day of June, A.D. 19 91.. as witnessed by the Seal of the Corporation and the hands of its proper Officers.



J. E. Wooten
Mayor
D. A. Hib
City Clerk

Read a First time this 10th day of June, A.D., 19.91..

Read a Second time this 10th day of June, A.D., 19.91..

Read a Third time and finally passed this 10th day of June, A.D., 19.91..

Memorandum

TO: Krista Power, Director – Legislative Services & City Clerk **FILE:**

FROM: Kerri Marshall, Commissioner - Growth

DATE: 10/15/2025

SUBJECT: Information – Notice of Motion to Amend - A Human Rights-Based Community Action Plan for Thunder Bay (Delete Item 4 – Temporary Village)

MEETING & DATE: City Council – 10/21/2025

This memorandum provides City Council with information in advance of its discussion on the Notice of Motion to Amend the Human Rights-Based Community Action Plan for Thunder Bay (Report 384-2024) by deleting Item 4, the Temporary Village, from the approved ten-part plan.

Background

City Council approved Report 384-2024 on October 28, 2024, adopting the Human Rights-Based Community Action Plan for Thunder Bay (the Plan). The Plan outlines ten coordinated actions to reduce encampments and homelessness through both immediate and long-term measures, in partnership with community agencies and the District of Thunder Bay Social Services Administration Board (TBDSSAB).

Item 4 of the Plan, the Temporary Village (the Village), is a short-term, low-barrier, housing-focused shelter option for up to 100 individuals with a 24/7 staffing model. The Village will bridge people from homelessness into housing by providing secure, private, and temperature-controlled units, and access to shared hygiene and laundry facilities, food, navigation supports, life skills development programs, and both on- and off-site healthcare and social services.

Project Status

The Village is progressing within its approved budget and municipal contribution caps of \$5.0 million for capital costs and \$1.5 million annually for operating costs.

The provincial government awarded the City \$2.8 million in capital funding from its Encampment Response Initiative program that supports the creation of temporary modular structures and the expansion of shelter capacity. This funding remains in place, conditional on the project proceeding substantially as approved.

United Way Thunder Bay, through its Pathways to Home initiative, is committed to supporting the Village project by leveraging community donations to address the root causes of homelessness and strengthen the continuum of shelter and housing options. Additionally, to offset operating costs, social assistance shelter rents will be collected from eligible residents, though occupancy is not conditional on receipt of social assistance.

The Requests for Proposals for design/build and third-party operations have been awarded to the successful proponents within budget. Site preparation is anticipated to commence late October 2025.

The Village has been developed in collaboration with local service providers. In a TBDSSAB Board Report dated September 18, 2025, it was reported that since 2014, the TBDSSAB has funded the development of 239 transitional and long-term supportive housing units, including 74 currently under construction with completion dates through 2026, and has funded the creation of 237 affordable housing units in partnership with housing providers. Further, TBDSSAB's 2025/2026 Housing Programs Plan includes funding for about 70 new transitional housing units, pending Ministry approval. Along with the 59-unit Junot Avenue project by Ontario Aboriginal Housing Services and the Thunder Bay Indigenous Friendship Centre, these initiatives will add roughly 129 transitional or supportive units.

Despite these efforts, TBDSSAB has advised that 1195 individuals are on the By-Name List – a real-time list of people experiencing homelessness, and those precariously housed, across the service manager area and in need of housing or sheltering. Their community housing waitlist is just under 1,400 households as of June 2025. During the winter months, TBDSSAB advised that available shelter spaces are typically at or near full capacity, requiring additional funding for overflow accommodations in certain situations.

The Village will function as an interim measure until additional housing supply is achieved.

Federal Funding Context

The Notice of Motion refers to funding announced through the new Build Canada Homes federal agency. Administration notes the following:

- On October 1, 2025, Administration wrote to Ana Bailão, CEO of Build Canada Homes, highlighting the Village as a shovel-ready project that directly aligns with Federal priorities to build at speed, at scale, and with innovation. The letter requested Federal participation in the project.
- Build Canada Homes will invest \$1 billion to create transitional and supportive housing for individuals experiencing or at risk of homelessness. Typically, federal funding programs involve multi-month application, review, and negotiation processes, followed by design, procurement, and construction phases. As a result, new transitional or supportive housing will likely take years to complete.
- At this time, program criteria, including project eligibility and the ability for municipalities to apply with multiple projects, have not been released.

Ongoing Housing and Growth Initiatives

At the same time, work continues on increasing the supply and affordability of permanent housing through programs such as the Housing Accelerator Fund and Building Faster Fund. These initiatives aim to increase the supply and affordability of housing by making it easier to build, offering financial incentives like the Housing CIP, and unlocking new lands for infill housing.

Further, the draft Smart Growth Action Plan includes an action to leverage the federal Build Canada Homes initiative to accelerate housing development through all available programs, partnerships, and investment tools.

Implications of Removing Item 4 – Temporary Village

Encampments are expected to continue and may increase while awaiting construction of new non-market housing. If the Village is removed from the Plan, overall shelter system capacity would remain insufficient to address the scale of the issue.

Further, several other parts of the Plan rely on the Village to be effective including:

- **Item 2 – Community Partner Commitment:** In the absence of the Village, encampments will likely continue expanding across the city, limiting the effectiveness of supports community partners are able to provide.

- **Item 3 – Enhanced Cleanup and Sanitation:** Reduced encampment sprawl depends on the availability of fully accessible indoor shelter options. Costs for cleanup and sanitation supports may escalate as the number of locations grows.
- **Item 5 – Designated Encampment Locations within Urban Cores:** Without the Village, the number of people living in encampments will remain too high for only three designated locations. Additional locations would likely be required. Court rulings on Charter rights require that sufficient accessible indoor shelter space be available before a by-law can be enforced to relocate individuals from encampments. As a result, any movement from unauthorized to allowable sites would need to be voluntary and may be difficult to achieve in established encampment areas.
- **Item 6 – By-laws:** By-laws regulating outdoor sheltering in public spaces by individuals experiencing homelessness cannot be enforced without offering a truly accessible indoor shelter or housing alternative.
- **Item 7 – Encampment Response Team:** The team will be less effective in the absence of the Village, as encampments would remain more dispersed throughout the city.
- **Item 8 – Lived Experience Advisory:** Removing the Village from the plan may impact trust among this population and decrease the overall effectiveness of the City's encampment response.

This information is provided to assist Council in its consideration of the Notice of Motion.

C.C. John Collin, City Manager

Cynthia Olsen, Director – Strategy & Engagement

Memorandum

TO: Krista Power, Director of Legislative Services & City Clerk **FILE:**

FROM: Councillor Rajni Agarwal

DATE: 10/03/2025 (mm/dd/yyyy)

SUBJECT: Notice of Motion to Amend - A Human Rights-Based Community Action Plan for Thunder Bay (Growth–Strategy & Engagement).

MEETING & DATE: City Council – 10/07/2025 (mm/dd/yyyy)

In accordance with the Procedural Rules of City Council, I would like Council to consider a Notice of Motion to Amend the resolution ratified by City Council on October 28, 2024 relating to the Report 384 2024 – A Human Rights-Based Community Action Plan for Thunder Bay (Growth–Strategy & Engagement). My motion to amend the 10 part plan as presented is to delete item 4 (the Temporary Village) from the 10 part plan as outlined in **BOLD** below.

Outlined in Report 384 2024 – A Human Rights-Based Community Action Plan for Thunder Bay

This ten-part Human Rights-Based Community Action Plan includes:

1. Advocacy to Provincial and Federal Governments: Continued efforts to secure long-term funding and policy support for housing solutions.
2. Community Partner Commitment: Mobilizing community organizations to provide wrap-around services (healthcare, food, mental health support, etc.) to individuals in encampments.
3. Enhanced Cleanup and Sanitation: Implementing regular cleanup and sanitation services to maintain health and safety in encampments.

4. Temporary Village: Developing a temporary village with a capacity of up to 100 units, providing indoor sheltering options and access to essential services.

5. Designated Encampment Locations: Up to three designating regulated encampment areas within the city's urban cores in accordance with the Council approved Distance Guidelines and with public engagement. Other encampments will be relocated.

6. By-law Assessment: Review and recommend potential by-law provisions which enable encampments in accordance with the Plan. Such review would also ensure broader legal, regulatory, and constitutional compliance related to municipal actions towards encampments.

7. Encampment Response Team: Establishing a dedicated team to monitor and support encampment compliance, and timely response to community and service provider concerns.

8. Lived Experience Advisory: Engaging individuals with lived and living experience of unsheltered homelessness to guide decision-making and ensure efforts reflect the population's needs.

9. Communication and Engagement Plan: Developing a robust and transparent communication strategy to keep the public and people living in encampments informed and engaged, fostering buy-in and collaboration.

10. Support for Long-Term Housing Strategies: Aligning efforts with broader, long-term housing strategies led by the District of Thunder Bay Social Services Administration Board (TBDSSAB) and other partners.

This motion to amend City Council's previous decision will be presented at the October 7, 2025 City Council meeting for notice only. As per City Council's procedural rules, this matter will be before City Council for discussion and decision at the October 21, 2025 City Council meeting.

By-law 51/2021 which is the by-law that was in effect at the time this decision was made and By-law 217/2025 which took effect September 1, 2025 have the same provisions for Notice of Motion, so reference to both by-laws are provided for City Council's information.

The Notice of Motion to Amend requires two thirds of City Council (9 members) as per Section 10.02 of By-law 217/2025. If passed, it is my understanding that Administration will be required to report back to City Council with respect to the potential extra funding

that will be available to the city via the new federal grant which is \$13 billion dollars towards affordable housing and homelessness. The request to remove the temporary village is in order to get the full robust housing required with proper partnerships for permanent structures in lieu of the temporary sheds. With the government funding allocation of \$1 billion dollars towards homelessness we should be able to get a much larger grant to properly serve the population. With this extra funding available we should help lobby for the full spectrum of permanent transitional housing to be owned and operated by other organizations who specialize in these supportive housing models. Funding can be allocated similar to the housing support we received from the Housing Accelerator Fund. It is also important to note that updated copies of this direction and the amended Human Rights Based Community Action Plan would be circulated to those who previously received a copy and to those who may have assumed the positions in the present time.

I am bringing forward this Notice of Motion to Amend ten-part Human Rights-Based Community Action to remove the Temporary Village project to allow City Council a chance to regroup and focus their efforts on seeking additional funding recently announced for housing by the Federal Government. It is my understanding that the communities who receive the highest amount of funding are the communities that are in the most crisis situations, I believe our city is at a crisis point and will be deserving of funding and that we can better support the homeless with a permanent home instead of temporary shelter. I understand that the funding for the temporary village allocated by the provincial government may be lost at this time. It would be prudent to present to the provincial government that we are looking to create permanent transitional housing to help support the people in need and that their contribution will still be required for a more effective permanent structure and model.

Notice of Motion to Amend (requires two-thirds vote of City Council)

The ratified resolution I am seeking to amend is from Report 384 -2024– A Human Rights-Based Community Action Plan for Thunder Bay (Growth–Strategy & Engagement). was passed by City Council at the October 28, 2024 Meeting and is provided below for information only:

WITH RESPECT to Report 384-2024-City Manager’s Office-Strategic Initiatives & Engagement, we recommend that the Human Rights-Based Community Action Plan (the Plan) as outlined in this report be approved;

AND THAT implementation of the Plan requiring approval or additional financial resources be brought back to Council as required;

AND THAT Administration provide progress updates to City Council as needed;

AND THAT a copy of this resolution and the Plan be sent to the Honourable Sean Fraser - Minister of Housing, Infrastructure and Communities of Canada, and the Honourable Paul Calandra - Ontario's Minister of Municipal Affairs and Housing;

AND THAT a copy of this resolution and the Plan be sent to Marie-Josée Houle, Federal Housing Advocate;

AND THAT a copy of this resolution and the Plan be sent to the Honourable Patty Hajdu, MP Superior North and Indigenous Services Minister, MP Marcus Powlowski, MPP Kevin Holland, MPP Lise Vaugeois;

AND THAT any necessary by-laws be presented to City Council for ratification.

The amendments I am proposing within this Notice of Motion to Amend are included below in **BOLD**:

WITH RESPECT to Report 384-2024-City Manager's Office-Strategic Initiatives & Engagement, we recommend that the Human Rights-Based Community Action Plan (the Plan) as outlined in this report be approved;

AND THAT the following item "**4. Temporary Village: Developing a temporary village with a capacity of up to 100 units, providing indoor sheltering options and access to essential services**" be deleted from the plan as proposed;

AND THAT implementation of the Plan requiring approval or additional financial resources be brought back to Council as required;

AND THAT Administration provide progress updates to City Council as needed;

AND THAT **a updated** copy of this resolution and the **updated** Plan be sent to the Honourable **Gregor Robertson** - Minister of Housing, Infrastructure and Communities of Canada, and the Honourable **Robert Flack**- Ontario's Minister of Municipal Affairs and Housing;

AND THAT **a updated** copy of this resolution and the **updated** Plan be sent to Marie-Josée Houle, Federal Housing Advocate;

AND THAT **a updated** copy of this resolution and the **updated** Plan be sent to the Honourable Patty Hajdu, MP Superior North and **Jobs and Families Minister**, MP Marcus Powlowski, MPP Kevin Holland, MPP Lise Vaugeois;

AND THAT any necessary by-laws be presented to City Council for ratification.

C.C. John Collin, City Manager
Kerri Marshall, Commissioner – Growth
Cynthia Olsen, Director – Strategy & Engagement



Memorandum

Corporate By-law Number: 318-2025-City Manager's Office-Office of the City Clerk

TO: Office of the City Clerk **FILE:**

FROM: Linda Crago
Office of the City Clerk, City Manager's Department

DATE PREPARED: October 3, 2025

SUBJECT: By-law 318-2025 – Confirming By-law – October 21, 2025

MEETING DATE: City Council - October 21, 2025

By-law Description: A By-law to confirm the proceedings of a meeting of Council, this 21st day of October 2025.

Authorization: Committee of the Whole - 2003/02/24

By-law Explanation: To confirm the proceedings and each motion, resolution and other action passed or taken by the Council at this meeting is, except where prior approval of the Ontario Land Tribunal is required, adopted, ratified and confirmed as if all such proceedings had been expressly embodied in this By-law.

Schedules and Attachments:

Amended/Repealed By-law Number(s):



THE CORPORATION OF THE CITY OF THUNDER BAY
BY-LAW NUMBER 318-2025

A By-law to confirm the proceedings of a meeting of
Council, this 21st day of October 2025

Recitals

1. Subsection 5(1) of the Municipal Act, 2001, S.O. 2001 c. 25, as amended, provides that the powers of a municipal corporation are exercised by its Council. Subsection 5(3) provides that those powers are to be exercised by by-law.
2. Council considers it appropriate to confirm and adopt its proceedings at this meeting by by-law.

ACCORDINGLY, THE COUNCIL OF THE CORPORATION OF THE CITY OF
THUNDER BAY ENACTS AS FOLLOWS:

1. The actions of the Council at the following meeting:

21st day of October, 2025 OPEN SESSION, CITY COUNCIL MEETING

and each motion, resolution and other action passed or taken by the Council at that meeting is, except where prior approval of the Ontario Land Tribunal is required, adopted, ratified and confirmed as if all such proceedings had been expressly embodied in this By-law.

2. The Mayor and the proper officials of The Corporation of the City of Thunder Bay are authorized and directed to do all things necessary to give effect to the actions of the Council referred to in Section 1 of this By-law. In addition, the Clerk is authorized and directed to affix the corporate seal to any documents which require it.

3. This By-law shall come into force on the date it is passed.

Enacted and passed this 21st day of October, A.D. 2025 as witnessed by the Seal of
the Corporation and the hands of its proper Officers.

Andrew Foulds

Speaker

Krista Power

City Clerk