

Attachment A. Status of Action Implementation

Tables 4-7 provide an update on the actions included in the Net-Zero Strategy, Appendix D. Near-term (2021-2025) Implementation Action Tables for the Corporation of the City of Thunder Bay.

Table 4. Status of immediate actions (2021-2025).

Priority Actions	Milestones	Status – 2022	Status – 2023	Status - 2024	Status - 2025
Assign full time resources at the City of facilitate the implementation of the Strategy.	Resource assigned (1.0 FTE)	Not yet initiated. Temporary resource assigned – capacity constraints noted.	Not yet initiated. Workload added to Sustainability Coordinator – capacity constraints noted.	Not yet initiated. Sustainability Coordinator position changes title to Climate Action Specialist. No change in workload.	Not yet initiated. No status change.
Establish a streamlined community GHG inventory and reporting process.	Reporting system in place	Complete.	Complete.	Complete.	Complete.
Develop KPIs for monitoring and evaluation.	KPIs developed	In progress. Greenhouse gas (GHG) KPIs established; to be updated following climate lens process (short-term).	In progress. No status change.	In progress. No status change.	In progress. GHG KPIs established; to be updated in 2026.
Engage community stakeholders to help develop implementation strategies for the community and prioritize future work.	EarthCare Energy Working Group re-activated	In progress. Anticipated completion date: winter 2023.	In progress. Review of EarthCare engagement structure initiated – timelines delayed due to human resource constraints.	In progress. New EarthCare Terms of Reference (TOR) drafted and accepted by Committee. Thunder Bay Climate	Complete. New procedural by-law dissolved all non-legislated Committees of Council. EarthCare is transitioned to a Community Safety

Priority Actions	Milestones	Status – 2022	Status – 2023	Status - 2024	Status - 2025
				Transition Collaborative (TBCTC) is formed to create a community group to prioritize NZS actions.	and Wellbeing Committee working group and renamed the Climate Action Working Group. TBCTC is functioning autonomously. Energy in Action Community of Practice (EACOP) is formed to create a local network of energy managers and related professionals.
Explore how the Zoning By-law can be used to support NZS implementation.	Zoning By-law updated	Complete. New Zoning By-law supports intensification of urban area and promotes walkable and transit-oriented neighbourhoods.	Complete. See 2022 update.	Complete. See 2022 update.	Complete. See 2022 update.
Assess policies and strategies that address embodied carbon.	Policy rec.	Not yet initiated. Human resource capacity constraints.	Not yet initiated. No status change.	Not yet initiated. No status change.	Not yet initiated. No status change.
Conduct a feasibility study for establishing a Local Improvement Charge or alternative financing mechanism to support building retrofits.	Feasibility study	In progress. Anticipated completion date of the Home Energy Improvement Loan Study: July 2022.	Complete. Home Energy Improvement Loan Feasibility Study completed July 2022 (R.113.2022). Phase	Complete. No status change.	Complete. Home Energy Improvement Loan Study Phase 2: Program Design anticipated

Priority Actions	Milestones	Status – 2022	Status – 2023	Status - 2024	Status - 2025
			2: Program Design in progress.		completion in January 2026. Federation of Canadian Municipalities, Green Municipal Fund (FCM-GMF) Community Efficiency Financing Implementation Funding application complete.
Support the establishment of an ICI Energy Efficiency and Decarbonisation Working Group	Working group created	Not yet initiated. Human resource capacity constraints.	Not yet initiated. No status change.	In progress. Partnered with Confederation College to begin planning Energy Summit 2.0	Complete Energy Summit 2.0 was hosted in February 2025. EACOP was established in May 2025, and held their first meeting in November 2025.
Integrate NZS principles into solid waste management operations.	Policy or policy recs developed	In progress. Climate change considerations integrated into current waste projects, including source separated organics project.	In progress. No status change.	In progress. Climate change considerations integrated into current solid waste operations, including source separated organics program development.	In progress. Phase 1 of automated cart-based collection for garbage begins for a quarter of residential households.

Table 5. Status of short-term actions (2022-2023).

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status - 2025
Develop a ‘climate lens’ policy for municipal decision making.	Creation of a Climate Lens Policy	In progress. Initiated research phase. Anticipated introduction: summer 2023.	In progress. Delayed due to human resource capacity constraints.	In progress. Climate Adaptation Coordinator working with Ontario Resource Centre for Climate Adaptation (ORCCA) to develop tool.	Complete. Climate Lens policy developed, and new corporate report section created. Working towards corporate adoption in 2026.
Update Environment / Community Sustainability policy (04-02-02) in line with above.	Update, or integration, of Environment Policy	Not yet initiated. To follow climate lens process.	Not yet initiated. No status change.	Not yet initiated. No status change.	Not yet initiated. No status change.
Assess finance mechanisms available to support Strategy implementation.	Finance mechanisms identified.	Not yet initiated. Human resource capacity constraints.	Not yet initiated. No status change.	Not yet initiated. No status change.	Not yet initiated. No status change.
Assess policies that promote compact, mixed-use development to increase density, reduce sprawl, and reduce transportation GHGs.	Policy rec.	Complete. New Zoning By-law introduces new tools (policies) to encourage densification.	Complete. See 2022 update.	Complete. See 2022 update.	Complete. See 2022 update.
Identify mechanisms that provide incentives for the preservation, establishment, and maintenance of green infrastructure.	Policy / program rec.	In progress. Yard Maintenance By-law currently under review.	In progress. Yard Maintenance By-law updated to allow for naturalization (Clean & Clear Yards By-law). Boulevard	In progress. Boulevard Garden and Maintenance By-law (BGML) is presented as a First Report. BGML Portal & Educational	Complete. BGML is accepted by Council in January 2025, Education Program and Portal is launched in April 2025.

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status - 2025
			Garden By-law in draft stages.	Resources are created.	
Integrate NZS principles into Urban Forestry Management Plan (UFMP) and operations.	Updated UMFP	In progress. Investigating options to grow trees locally, reducing emissions from transportation.	In progress. Construction begins on the Conservatory Renewal.	In progress. Construction continues on the Conservatory Renewal. City Forester position is vacant.	In progress. Conservatory Renewal nears completion. City Forester position is filled. UFMP update to begin in 2026.
Update Facility Design Standards policy (09-05-01) to reflect net-zero principles.	Policy update	In progress. Investigation underway.	In progress. No status change.	In progress. No status change.	Complete. To be presented to Council Spring 2026.
Integrate NZS principles into existing energy audit process to determine net-zero readiness and align with Asset Management Program.	Priority retrofit list	In progress. Investigating net-zero opportunities for municipal facilities as a component of energy audits and facility assessments. Process to align with the development of the new Asset Management Program.	In Progress. Development of Greenhouse Gas Emissions Reduction Roadmap and Action Plan (GRRAP) for all major Corporate Facilities.	In Progress. Development of GRRAP for all major Corporate Facilities.	Complete. Incorporate GRRAP into Asset Management Plan and facility retrofits where operationally and financially viable using both external and internal funding opportunities.
Review Corporate fleet policies, plans, and procedures. Update to include zero-emission vehicle targets.	Net-zero emissions vehicle target established	In progress. Municipal transit electrification strategy in development. Anticipated	In progress. Municipal and transit electrification strategy in development. Anticipated	Complete. Council endorsed the Transit and Municipal Fleet Zero Emissions Transition.	Complete. Exploring funding opportunities to resource implementation of Zero Emissions Plans.

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status - 2025
		completion: Spring 2023.	completion: Spring 2024.		
Identify priority locations for installation of Electric Vehicle (EV) charging infrastructure for Corporate fleet, Transit, employees, and the public.	Expansion of EV charging network	In progress.	In progress. Municipal and transit electrification strategy in development. Anticipated completion: Spring 2024	Complete. Decision to leave public EV with community entities.	Complete. Decision to leave public EV with community entities.
Establish a bike share program (or support the launch of a private program).	Bike share program	Not yet initiated.	Not yet initiated.	Not yet initiated.	In progress. Bike Share Feasibility Study conducted in partnership with LU,
Assess feasibility of rerouting organics to an anaerobic digester.	Feasibility Study	Complete.	Complete.	Complete.	Complete.

Table 6. Status of medium-term actions (2023-2025).

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status – 2025
Develop green building standards to enable net-zero ready construction.	Green Building Standards adopted	Not yet initiated.	Not yet initiated.	In progress. TBCTC establishes Green Development Standards (GDS) as a key priority for residents through community roundtables (May 2024, October 2024).	In progress. Council directs Administration to begin Feasibility Research (April 2025). Province of Ontario makes implementing mandatory construction measures illegal (June 2025).
Integrate NZS principles into next iteration of the Corporate Energy Management Plan (CEMP).	Updated Conservation and Demand Management Plan (O. Reg. 507/18)	Not yet initiated. Current CEMP in place until 2024.	Not yet initiated. No status change.	Complete 2024 CEMP measures based on the GRRAP.	Complete No status change.
Identify municipal buildings that can support solar panel installations and create a priority list.	Update priority solar PV list	Not yet initiated. Current study completed in partnership with Synergy North prior to implementing 6 existing solar sites. List may require an update as technology has improved and solar PV costs have reduced, potentially altering the business case.	Not yet initiated. No status change.	Not yet initiated. Facilities reviewed as part of GRRAP, but further investigation required.	Not yet initiated. No status change.

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status – 2025
Identify mechanisms available to the Corporation to support local renewable energy generation.	Policy / program rec	Not yet initiated.	Not yet initiated.	Not yet initiated.	In progress. Synergy North identifies Distributed Energy Resources (DERs) as a priority in their strategic plan update, and begins working to identify ideal locations within the City. Research around new Independent Electricity Systems Operator (IESO) procurement windows begins. Community group aiming to create a Solar Cooperative reforms through the Northwest Climate Gathering.
Assess opportunities for municipal owned renewable energy projects and partnerships.	Projects identified	In progress. Feasibility study exploring biomass district energy system in downtown North Core completed (commissioned by CRIBE).	In progress.	In progress.	In progress. Synergy North identifies DERs as a priority in their strategic plan update, and begins working to identify ideal locations within the City. Research around new IESO

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status – 2025
					procurement windows begins.
Establish an Active Transportation Zone, and supporting policy, that prioritizes non-emitting travel.	Active Transportation Zone	Not yet initiated.	Not yet initiated.	Not yet initiated. New Mobility Coordinator hired in July 2024.	In progress. Active School Travel Pilot extended to 11 schools, Bike Racks for Business Program launched, Bike Valet Program re-launched, Active Transportation Heat Mapping project launched in partnership with Confederation College.
Establish residential organics collection program (Provincial regulation).	Organics program established	In progress.	In progress.	In progress.	In progress. Residential source separated organics (Green Bin) program carts procured.
Assess opportunity for partnerships with regional municipalities / communities to establish an organic waste hub.	Partnership commitment	Not yet initiated.	Not yet initiated.	Not yet initiated.	Not yet initiated. Waiting to finish construction on new organics processing facility.

Table 7. Status of ongoing actions.

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status - 2025
Develop annual Action Plan outlining initiatives and priorities for upcoming year.	Annual Action Plan included in report to Council	In progress. 2022-2023 priorities included in this report.	In progress. 2023-2024 priorities included in this report.	In progress. 2024-2025 priorities included in this report.	In progress. 2025-2026 priorities included in this report.
Promote energy and climate literacy in the Corporation and community.	Corporate Energy Workshop Update Community Engagement Strategy	In progress. Community engagement ongoing. Anticipated to align Corporate engagement with climate lens process.	In progress. No status change.	In progress. No status change.	In progress. No status change.
Continue implementing the Corporate Energy Management Plan to achieve 5% reduction in energy consumption per year.	Annual energy consumption and GHG report (O. Reg. 507/18)	In progress. Increase in consumption because of changes in operations due to COVID.	In progress. Achieved reduction, however previous year's data skewed due to change in operations during COVID.	In progress. Achieved 5% reduction in consumption.	In progress. 2025 Data not available.
Advocate for changes to the energy system that support local renewable energy generation and non-wires solutions.	Communication with Province and Canada	Not yet initiated.	Not yet initiated.	Not yet initiated.	In progress. Administration submitted comments for new IESO procurement processes, and Province of Ontario Energy for Generations strategy.
Continue implementing the	Increased sustainable modeshare.	In progress.	In progress.	In progress.	In progress.

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status - 2025
Transportation Master Plan.					Complete Streets Policy & Traffic Calming Process Policy adopted by Council (April 2025). 1.2 km of improvements completed on the Ultimate Road Network. 47.2 km of improvements completed along the Pedestrian Priority Network, including 22.2 km of new pedestrian infrastructure. 20.2 km of improvements completed on the Ultimate Cycling Network.
Continue implementing the Active Transportation Plan Priority Route Networks.	Increased active modeshare, expansion of AT network	In progress. As of 2021, the City of Thunder Bay Active Transportation network has grown to include approximately 80km of multi-use and bicycle infrastructure and 511km of sidewalk.	In progress.	In progress.	In progress. 22 km of new pedestrian infrastructure created, including 4.5 km of new sidewalk, 17.5 km of new multi-use trail, and 1 new bridge crossing.

Priority Actions	Milestones	Status – 2022	Status – 2023	Status – 2024	Status - 2025
Assess alternative fare structures to increase ridership.	Increased ridership	<p>In progress.</p> <p>Transit fare freeze & pilot program for children under 12.</p> <p>Impact data not yet available. Ridership continues to be impacted by COVID.</p>	In progress.	<p>In progress.</p> <p>Transforming Transit initiative begins.</p>	<p>In progress.</p> <p>Electronic Fare Management System is launched.</p>
Increase existing landfill gas capture rate.	Technical Analysis & Monitoring	<p>In progress.</p> <p>Topic included in source separated organics project.</p>	In progress.	<p>In progress.</p> <p>Installed 8 replacement gas wells.</p>	<p>In progress.</p> <p>Initiated upgrades to landfill gas condensate collection system.</p>
Identify opportunities to reduce energy use in water and wastewater pumping process.	Technical Analysis	In progress.	In progress.	<p>In progress.</p> <p>Pilot Leak Detection Program Launched.</p>	<p>In progress.</p> <p>Renewal of Water System Master Plan initiated.</p>