Our Vision

Our vision for Thunder Bay is One City, Growing Together.

Thunder Bay will foster an inclusive city focused on service excellence and partnerships to provide a high quality of life to our citizens. We embrace and celebrate our diversity as it makes our community a vibrant and dynamic place to grow.

Our Priorities

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

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

**Lead**
Provide civic leadership to advance mutual respect, equal opportunity and hope.

**Serve**
Advance service excellence through a citizen focus and best use of technology.

**Grow**
Focus on city building and social infrastructure to strengthen our economy, lifestyle and well being.

**Renew**
Focus on essential infrastructure, revitalize our cores and enhance our Image Routes.

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**CITY COUNCIL**

- **Mayor** Bill Mauro
- **Councillors**
  - Albert Aiello, McIntyre Ward
  - Mark Bentz, At Large
  - Shelby Ch’ng, Northwood Ward
  - Andrew Foulds, Current River Ward
  - Cody Fraser, Neebing Ward
  - Trevor Giertuga, At Large
  - Brian Hamilton, McKellar Ward
  - Rebecca Johnson, At Large
  - Brian McKinnon, Red River Ward
  - Kristen Oliver, Westfort Ward
  - Aldo Ruberto, At Large
  - Peng You, At Large

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**KEY INDICATORS**

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

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**IMPLEMENTATION PLAN**

Administration will develop a plan to guide implementation including milestones, indicators and project leads. Progress will be reported twice annually.
LEAD

Provide civic leadership to advance mutual respect, equal opportunity and hope.

1. Seek advice and work collaboratively with Indigenous partners to deepen relationships and further reconciliation.

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

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

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

5. Further our commitments to sustainability and climate adaptation.

Strategic Questions

- Is this making us more inclusive and equitable?
- Is this building capacity?
- Is this uniting us?
Conduct an independent review of the programs and services the City provides, how it provides them, and recommendations for what to maintain, change, reduce or enhance and propose changes to improve service.

Support the review through a public engagement plan that engages stakeholders and considers the service needs of residents and customers along the spectrum from youth to older adults.

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

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

SERVE

Advance service excellence through a citizen focus and best use of technology.

1. Is this improving service for residents and customers?
2. Is it making best use of technology?
3. Is it making it easier for residents to access the services they need and want?

Strategic Questions

Advance service excellence through a citizen focus and best use of technology.

1. Conduct an independent review of the programs and services the City provides, how it provides them, and recommendations for what to maintain, change, reduce or enhance and propose changes to improve service.

2. Support the review through a public engagement plan that engages stakeholders and considers the service needs of residents and customers along the spectrum from youth to older adults.

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

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

Strategic Questions

- Is this improving service for residents and customers?
- Is it making best use of technology?
- Is it making it easier for residents to access the services they need and want?
Support and work with the Thunder Bay Community Economic Development Commission in the execution of its 2019-2022 Strategic Action Plan and immigration pilot. Advocate to provincial, federal and industry leaders on economic opportunities and key priorities including retention of manufacturing jobs.

Create a new community safety and well-being plan including a neighbourhood strategy to build capacity and support improvements led at the neighbourhood level.

Develop key City infrastructure that builds capacity such as a new multi-use indoor sports facility, the first phase of the Waterfront Trail and a long-term plan for the replacement of Fort William Gardens.

Support construction and opening of a new Thunder Bay Art Gallery to further the ongoing development of a vibrant cultural scene on the waterfront, with a strong economic base.

Work with the business community to develop and implement a zoning by-law and policies and procedures that facilitate business growth through increased ease of doing business.

**GROW**

Focus on city building and social infrastructure to strengthen our economy, lifestyle and well being.

1. Support and work with the Thunder Bay Community Economic Development Commission in the execution of its 2019-2022 Strategic Action Plan and immigration pilot. Advocate to provincial, federal and industry leaders on economic opportunities and key priorities including retention of manufacturing jobs.

2. Create a new community safety and well-being plan including a neighbourhood strategy to build capacity and support improvements led at the neighbourhood level.

3. Develop key City infrastructure that builds capacity such as a new multi-use indoor sports facility, the first phase of the Waterfront Trail and a long-term plan for the replacement of Fort William Gardens.

4. Support construction and opening of a new Thunder Bay Art Gallery to further the ongoing development of a vibrant cultural scene on the waterfront, with a strong economic base.

5. Work with the business community to develop and implement a zoning by-law and policies and procedures that facilitate business growth through increased ease of doing business.

**Strategic Questions**

- Is this city building?
- Does it give us more to do and a place for all to enjoy?
- Is it affordable and sustainable?
- Does this encourage growth?
Focus on essential infrastructure, revitalize our cores and enhance our Image Routes.

1. Develop the asset management plan to reflect sustainability goals and make it available in plain language.

2. Revitalize the downtown cores in partnership with stakeholders, with a special focus on strategic investments such as addressing the future of VictoriaVille and initiatives that further community safety and well being.

3. Rehabilitate Boulevard Lake Dam.

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

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

Strategic Questions

- Is this taking care of what we have in ways that are adaptive, resilient, clean, green and beautiful?
- Is this filling in our cores?
- Will we be safer and feel safer?
- Does this further our commitments to environmental leadership?
- Does this support walkability, active transportation and complete streets?
STRATEGIC PLANNING CONTEXT
The City of Thunder Bay is also guided by many other plans and policies including:

**ECONOMY**
City of Thunder Bay Official Plan
Community Partnership Policy
Comprehensive Zoning By-Law
Long-Term Tax Strategy
Mining Readiness Strategy
Renew Thunder Bay Strategic Infrastructure Plan
Synergy North Strategic Plan
Tbaytel Strategic Plan
Thunder Bay Event Centre
Tourism Marketing Product Development Plans

**LIFESTYLE**
Accessibility Plan
Age Friendly City Services Action Plan
Food Charter
Healthy Canteen Menus
Immigration Portal
Indigenous Liaison Action Plan
Inspire Thunder Bay Culture Plan
Overcoming Racism and Discrimination: A Plan for Action
Parks Planning
Poverty Reduction Strategy
Recreation and Facilities Master Plan
respect. Initiative
Senior Charter
Strategic Master Fire Plan (In Development)

**ENVIRONMENT**
Active Transportation Plan
Clean Green and Beautiful Policy
Climate Adaptation Strategy
Corporate Energy Management Plan
EarthCare Sustainability Plan
Solid Waste Management Strategy
Superior North EMS Strategic Plan (In Development)
Thunder Bay Drug Strategy
Thunder Bay and Area Food Strategy
Transit Master Plan
Transit Route Optimization Plan (In Development)

**GOVERNANCE**
Asset Management Plan
Long-Term Financial Plan
Multi-Year Corporate Review Process
Public Engagement Framework
Solid Waste Financial Plan
Wastewater System Financial Plan
Water Authority Financial Plan

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**EXECUTIVE MANAGEMENT TEAM**

Norm Gale
City Manager

Linda Evans
General Manager, Corporate Services & Long-Term Care/Treasurer

Kerri Marshall
General Manager, Infrastructure & Operations

Kelly Robertson
General Manager, Community Services

Mark Smith
General Manager, Development & Emergency Services

Karen Lewis
Director, Corporate Strategic Services

Maureen Panizza
Director, Human Resources & Corporate Safety

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