



**ONE CITY,**  
GROWING TOGETHER  
2019-2022

## 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.



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.

## KEY INDICATORS

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

## IMPLEMENTATION PLAN

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

## CITY COUNCIL

**Mayor** Bill Mauro

Brian Hamilton  
McKellar Ward

### Councillors

Albert Aiello  
McIntyre Ward

Rebecca Johnson  
At Large

Mark Bentz  
At Large

Brian McKinnon  
Red River Ward

Shelby Ch'ng  
Northwood Ward

Kristen Oliver  
Westfort Ward

Andrew Foulds  
Current River Ward

Aldo Ruberto  
At Large

Cody Fraser  
Neebing Ward

Peng You  
At Large

Trevor Giertuga  
At Large

# 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?

# SERVE

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

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

# 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?

# RENEW

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

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

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)

### ENVIRONMENT

Active Transportation  
Plan

Clean Green and  
Beautiful Policy

Climate Adaptation  
Strategy

Corporate Energy  
Management Plan

EarthCare Sustainability  
Plan

Solid Waste  
Management Strategy

Stormwater Master Plan

Tax Sale Vesting Policy

Transportation Master  
Plan

Transportation Demand  
Management Plan

Urban Design and  
Image Route Guidelines

Urban Forest  
Management Plan

### 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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