



Maamawe, Growing Together

City of Thunder Bay Strategic Plan **2023-2027**





Maamawe, growing together.

All together (Maamawe), Thunder Bay will foster an inclusive city focused on service excellence and collaboration, and provide opportunities for a high quality of life. We embrace and celebrate our diversity, which makes our community a vibrant and dynamic place to live and prosper.

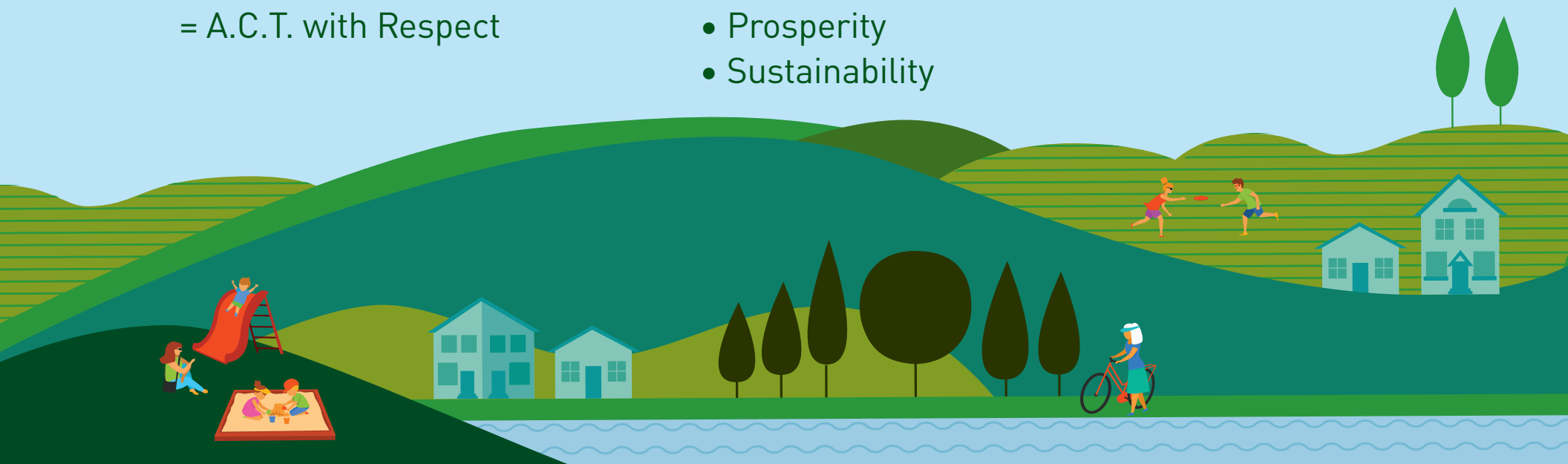
Our Values

- Accountability
 - Continuous Improvement
 - Teamwork
 - Respect
- = A.C.T. with Respect

Our Promise

We will improve the quality of life for people in Thunder Bay through tangible gains in:

- Truth and reconciliation
- Safety and wellbeing
- Prosperity
- Sustainability



Maamawe - All together. We honour the truth and reconcile for the future.



Our Strategic Directions and Goals

GOAL: Strengthen the City's relationships with Indigenous communities, leaders and organizations to advance Truth & Reconciliation priorities together.

OBJECTIVES:

- A. Empower all City departments to engage in formal and informal relationships with Indigenous organizations to identify shared priorities and advance long-term planning.
- B. Accelerate commitments such as the Anti-Racism and Inclusion Accord.
- C. Partner to enhance the consistency and effectiveness of reconciliation commitments.

GOAL: Integrate Indigenous perspectives in City services, programs and places.

OBJECTIVES:

- A. Deliver continuous learning and reflection opportunities to support City employees to advance reconciliation with Indigenous communities.
- B. Incorporate Indigenous ways of knowing into Reconciliation Action Plans for each section.
- C. Revise City policies and procedures to enhance access and experiences for Indigenous community members.

GOAL: Work toward inclusion, diversity, equity, and respect for all.

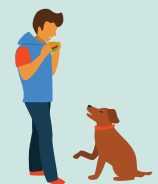
OBJECTIVES:

- A. Adopt the *CityStudio approach to address priorities that advance the strategic goal.
- B. Improve access to participation in governance and municipal decision-making for historically marginalized people.
- C. Enhance diversity, equity, inclusion and belonging in the workplace, as indicated in the Human Resources Strategy.
- D. Develop the ability of all City staff to be effective and proactive equity champions.

** CityStudio leverages the skills, knowledge and creativity of City staff, post-secondary students and faculty to co-design experimental projects that contribute to key strategic goals and priorities in an effort to advance sustainability, increase engagement and make the city more liveable.*

KEY PERFORMANCE INDICATORS:

- 1. Citizen Satisfaction Survey: Increase in positive response by First Nations, Métis, or Inuk (Inuit) community members to quality of life survey questions.
- 2. Citizen Satisfaction Survey: Increase in positive response re: Acceptance of people of all backgrounds.
- 3. Citizen Satisfaction Survey: Decrease in positive response re: Experiences with discrimination.
- 4. Citizen Satisfaction Survey: % agree racism is a serious issue in Thunder Bay.



Safety and well-being. Our community is healthy, safe, and strong.



Our Strategic Directions and Goals

Goal: Improve access to supports for priority populations to narrow gaps in equity.

OBJECTIVES:

- A. Advocate for provincial funding to recognize our city as a regional hub to enhance health and social services to meet our community's needs.
- B. Support harm reduction by decriminalizing people who use drugs.
- C. Create opportunities for equitable access to affordable recreation, culture, transportation, and quality health care across the continuum.

GOAL: Enhance safety and well-being at the community level through climate action and environmental design.

OBJECTIVES:

- A. Deliver public education on climate action and climate resilience opportunities as identified in the Net Zero Strategy.
- B. Implement action plans to advance crime prevention through environmental design.
- C. Promote and enable neighbourhood beautification.

GOAL: Create and maintain strong neighbourhoods and Indigenized spaces where people connect and engage.

OBJECTIVES:

- A. Encourage and support residents to implement initiatives that connect neighbourhoods.
- B. Provide opportunities for the Indigenous community to design and create Indigenized spaces.
- C. Facilitate consistent accessible programming for lively community spaces.

KEY PERFORMANCE INDICATORS:

1. Citizen Satisfaction Survey: Increase in positive responses re: Sense of community within my neighbourhood.
2. Citizen Satisfaction Survey: Increase in positive responses re: I have strong sense of belonging to Thunder Bay.
3. Citizen Satisfaction Survey: Increase in positive responses re: Sense of overall safety.



Growth. We attract and retain new and diverse businesses and community members.



Our Strategic
Directions
and Goals

GOAL: Collaboratively create an attractive and supportive environment where people and businesses can flourish.

OBJECTIVES:

- A. Facilitate the development of new housing supply options.
- B. Champion economic development that promotes social, environmental, cultural, and financial sustainability.
- C. Provide funding and support to advance the strategic priorities of the Thunder Bay Community Economic Development Commission (CEDC).

GOAL: Support urban density through complete, compact, and walkable development.

OBJECTIVES:

- A. Incentivize affordable and equitable mixed-use neighbourhoods that meet our community's housing, transportation, and service needs now and in the future.
- B. Prioritize the Clean, Green and Beautiful policy in development decision-making.
- C. Grow community wealth by prioritizing land use development in the urban intensification zone that promotes connectedness and prosperity, as identified in the Net-Zero Strategy.

GOAL: Make it easier to access City services.

OBJECTIVES:

- A. Deliver customer-centred, digitally-powered City services as indicated in the Digital Strategy.
- B. Implement better ways of serving the public that focus on continuous improvement and delivering positive outcomes for clients.

**KEY
PERFORMANCE
INDICATORS:**

1. Assessment growth
2. Building construction value and permits
3. Citizen Satisfaction Survey: Increase in positive responses re: Availability of on-line City services.
4. Citizen Satisfaction Survey: Satisfaction with City Services.



Sustainability. We advance a thriving economy and environment.



Our Strategic Directions and Goals

GOAL: Take decisive action to respond to the climate emergency.

OBJECTIVES:

- A. Invest in Green and climate-resilient infrastructure to meet the long-term needs of our community.
- B. Apply climate change projections to reduce risks to infrastructure, service levels, and our community.
- C. Accelerate initiatives to reduce our greenhouse gas emissions.

GOAL: Plan and deliver cost-effective services.

OBJECTIVES:

- A. Identify the community services that are priorities and provide them at a level we can sustain.
- B. Improve long term financial sustainability by maximizing return on community investments.

KEY PERFORMANCE INDICATORS:

- 1. % of City budget for climate adaptation.
- 2. City budget for urban forest management.

