

Maamawe,

Growing Together

CITY OF THUNDER BAY STRATEGIC PLAN 2023-2027



LAND ACKNOWLEDGEMENT

We acknowledge that the land on which we gather, work and play is the traditional territory of the Anishinaabe people of Fort William First Nation, signatory to the Robinson Superior Treaty of 1850. We also acknowledge this land as an historic Métis settlement, and that it is now home to many diverse First Nations, Métis and Inuit peoples.

We respect the longstanding relationships that Indigenous peoples have with this land, as they are the original caretakers and stewards.

We recognize the historical and ongoing contributions of Indigenous peoples to this region and are committed to understanding, acknowledging and honoring their rich cultural heritage. We also acknowledge the injustices and challenges faced by Indigenous communities, both historically and in the present day.

We are grateful for the meaningful relationships that we are building with Indigenous people and communities throughout Northwestern Ontario.

We respect the inherent Treaty Rights of all Indigenous peoples across this territory, and we have and will continue to honour our Declaration of Commitments made to the Indigenous community of the city.

As we embark on this journey of *Growing Together* through the City of Thunder Bay Strategic Plan, we reconfirm our commitment to fostering a spirit of truth, reconciliation, collaboration, and partnership with Indigenous peoples to build a future that is inclusive, equitable and respectful of the diverse perspectives and contributions of all community members.



Charting Our Future: Growing Together, Leading Tomorrow

On behalf of City Council and our dedicated staff, we are thrilled to present **Maamawe, Growing Together**, the 2023-2027 City of Thunder Bay Strategic Plan. This plan is our collective commitment to the future of our city and will be our guide over the coming years.

This plan is more than just a document; it offers a vision for the future of our community and tangible ways for us to grow together. With every effort we make to build stronger relationships, enhance public safety and well-being, drive sustainable growth, and commit to environmental sustainability, we move closer to bringing that vision to life. We strive to create a city where diversity, equity, and inclusion are not just ideals, but realities. We strive to create a city where residents feel safe and secure, where they are able to both chase and realize their dreams and be surrounded by fresh air and clean water for generations to come.

The development of this plan has been a collaborative effort, with input from City Council members, City administration, local businesses, residents, community groups and Indigenous leaders. It is meant to be a reflection of our citizens' and our City's collective vision and will be our roadmap to shared success.

We extend our heartfelt gratitude to everyone who has contributed to shaping this vision. Your insights, passion, and commitment to our city have been invaluable. We look forward to **Growing Together** with you.

Sincerely,



Ken Boshcoff, Mayor



Norm Gale, City Manager

Municipal Roles & Responsibilities

The City of Thunder Bay is governed by an elected Council of 13 members who serve for a four-year term: the Mayor, five Councillors At-Large, and seven Ward Councillors. Together, they provide municipal representation for all citizens. The current term runs from 2022 - 2026.



l to r – front row – Councillor At-Large Kasey Etrene, Westfort Ward Councillor Kristen Oliver, McIntyre Ward Councillor Albert Aiello, Mayor Ken Boshcoff, Councillor At-Large Shelby Ch'ng, Councillor At-Large Rajni Agarwal, McKellar Ward Councillor Brian Hamilton; l to r - back row – Councillor At-Large Mark Bentz, Red River Ward Councillor Michael Zussino, Neebing Ward Councillor Greg Johnsen, Northwood Ward Councillor Dominic Pasqualino, Current River Ward Councillor Andrew Foulds, Councillor At-Large Trevor Giertuga

Municipal governments deliver a variety of programs and services to the city, designed to enhance the quality of life, improve public safety, and contribute to overall well-being.

The division of responsibilities among different levels of government is crucial for effective governance. Municipalities, often referred to as local governments, have responsibilities that focus on the delivery of essential services within their specific geographic areas. The provincial and federal governments are responsible for much broader issues that span across municipalities.

Each level has different areas of responsibility depending on geography and types of services. However, there are areas where responsibilities overlap or are shared among these levels of government, requiring collaboration to address complex issues like environmental protection, emergency management, and social services.

Our Vision:

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:

A.C.T. with Respect

Accountability

- Serve the public good
- Demonstrate financial responsibility
- Maintain a clean, safe and healthy work environment
- Focus on clear objectives and results

Continuous Improvement

- Do things better for our customers
- Embrace life-long learning
- Innovate and adapt
- Make best use of technology

Teamwork

- Place a high value on people
- Communicate effectively
- Build teamwork, cooperate with others and be responsive
- Recognize and acknowledge a job well done by others

Respect

- Honour every person's dignity
- Be mindful, courteous, and inclusive in our actions
- Challenge our assumptions and biases
- Understand that everyone has something to offer
- Own our actions; Listen, speak up, step in, and help others

Our Promise:

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

- Truth and reconciliation
- Safety and well-being
- Growth
- Sustainability



MAAMAWE – ALL TOGETHER

We honour the truth and reconcile for the future.



KEY PERFORMANCE INDICATORS

- Number of formal partnerships and collaborations with Indigenous communities and organizations.
- Total City funding provided to Indigenous organizations and/or for Anti-Racism and Truth & Reconciliation Projects.
- Feedback from Indigenous leaders and communities related to the City's consultation on municipal projects and policies.
- Percentage of municipal employees who have completed Indigenous cultural awareness training.
- Number of public projects, events, workshops, or seminars focused on Indigenous history, culture, and reconciliation.
- Number of new or revised municipal policies that incorporate principles of Truth and Reconciliation.
- Percentage of Indigenous employees in the municipal workforce.
- Increase in positive responses by First Nations, Metis, or Inuk (Inuit) community members Citizen Satisfaction Survey.
- Decrease in affirmative responses regarding experiences with discrimination.
- Decrease in percent agreeing racism is a serious issue in Thunder Bay.

Goal 1.1

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

Objectives & Action Plan

1.1.1 Empower all City staff to engage in formal and informal relationships with Indigenous organizations on shared priorities and to advance long-term planning.

- a. Develop an Indigenous Engagement Tool-Kit, including an Elders Guide and a Truth & Reconciliation Guide for use by City Administration.
- b. Update and deliver Indigenous Cultural Awareness Training across the Corporation.

1.1.2 Accelerate commitments such as the Anti-Racism and Inclusion Accord

- a. Develop action plans for City commitments and agreements.
- b. Increase capacity to implement action plans.

1.1.3 Partner to Enhance the consistency and effectiveness of reconciliation commitments.

- a. Seek out opportunities for gathering, collaborating, and partnering with Fort William First Nation.
- b. Partner to advance common goals identified between City of Thunder Bay and other Key Community Partners.

Goal 1.2

Enhance the integration of Indigenous perspectives in City services, programs, and places.

Objectives & Action Plan

1.2.1 Provide continuous learning and reflection opportunities to all City employees to advance reconciliation with Indigenous communities.

- a. Pilot Truth & Reconciliation Guide modules through departmental lunch and learn sessions.
- b. Host seasonal immersive and experiential learning sessions for Departmental Management Teams annually.

1.2.2 Develop and implement Departmental Reconciliation Action Plans.

1.2.3 Complete a review of City policies and procedures to enhance access and experiences for Indigenous community members.

Goal 1.3

Foster an inclusive, diverse, and equitable community and workplace.

Objectives & Action Plan

1.3.1 Leverage the *CityStudio approach to undertake annual projects that advance diversity, equity, and inclusion.

- a. Finalize State of the Accord Review Project and determine next steps based on analysis.
- b. Prioritize and implement one Diversity, Equity, and Inclusion project per year.

1.3.2 Address systemic barriers to increase access to participation in governance and municipal decision-making for historically underserved people.

- a. Develop robust engagement plans that include specific strategies for reaching historically underserved people.

1.3.3 Enhance diversity, equity, inclusion and belonging in the workplace, as indicated in the Human Resources Strategy.

- a. Develop a Corporate Diversity, Equity and Inclusion program and workplan.
- b. Continue to implement the 2023-2027 Human Resources Strategy.

1.3.4 Increase capacity of all City staff to be effective and proactive equity champions.

- a. Create and implement an Equity Ambassador Training Program.

*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.

DESIRED OUTCOMES

- ✓ The City's decision-making processes prioritize the requirements of groups seeking equity.
- ✓ Our workforce is characterized by employees who take pride in and are passionate about their work.
- ✓ The public service is both representative of our community and fosters inclusivity, accessibility, and a welcoming environment for everyone.
- ✓ Every resident experiences a sense of belonging within our community.
- ✓ Opportunities abound for everyone, including the diverse Indigenous and equity-deserving communities of Thunder Bay.
- ✓ The municipal government is characterized by openness, responsiveness, and accountability, providing residents with the chance to voice their opinions and participate in decision-making.

SUPPORTING STRATEGIES AND PLANS

Anti-Racism & Inclusion Accord
Community Safety & Well-Being Plan
Human Resources Strategy
Indigenous Relations & Inclusion Strategy
Multi-Year Accessibility Plan
Thunder Bay Culture Plan



SAFETY AND WELL-BEING

Our community is healthy, safe, and strong.

STRATEGIC
PILLAR #2

KEY PERFORMANCE INDICATORS

- Violent Crime Index.
- Thunder Bay Fire Rescue and Superior North EMS road response times.
- Fire prevention inspections.
- Annual participation in Affordable Access to Transit and Recreation Pilot and PRO Kids.
- Total annual participant visits in registered City recreation and culture programs and services.
- Total City funding provided to Community Safety & Well-Being initiatives and/or organizations.
- Graduation rates, literacy rates, and educational attainment.
- Increase in positive responses related to sense of community within neighbourhood.
- Increase in positive responses related to having a strong sense of belonging to Thunder Bay.
- Increase in positive responses regarding sense of overall safety.



Goal 2.1

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

Objectives & Action Plan

2.1.1 Advocate to the province for our city to be recognized as a regional hub to increase funding for health and social services that meet community needs.

- a. Develop briefing notes to provide to Provincial and Federal Government through Intergovernmental Affairs Committee.
- b. Advance advocacy for a Mental Health & Substance Use Health Centre or services.

2.1.2 Work with community partners on a model of decriminalizing people who use illicit substances.

- a. Advocate for permanent funding for Thunder Bay Safer Supply Program.
- b. Develop Task Force to advance a Canadian Drugs and Substances Act Section 56 Exemption Request to decriminalize people who use illicit substances within the municipal boundaries.

2.1.3 Create opportunities for equitable access to affordable recreation, culture, transportation, and quality health care for all.

- a. Complete Household Travel Survey and develop action plan based on results.
- b. Increase capacity to integrate system navigation supports as part of suite of services offered by the Recreation & Culture Division.

Goal 2.2

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

Objectives & Action Plan

2.2.1 Deliver public education on climate action and climate resilience opportunities as identified in the Net Zero Strategy.

- a. Leverage provincial emergency exercise in 2024 to deliver public education on extreme heat.
- b. Develop Community Climate Conversation mini-grant program.

2.2.2 Develop and implement action plans to advance crime prevention through environmental design (CPTED) within priority areas of the community.

- a. Provide training to increase the number of local certified CPTED Auditors.
- b. Complete a series of CPTED Audits in identified priority areas of our community.
- c. Initiate target hardening of City facilities and infrastructure.

2.2.3 Promote and enable neighbourhood beautification.

- a. Disburse annual Clean, Green & Beautiful grants for neighbourhood beautification projects.
- b. Fund Public Art as part of Capital Projects.

Goal 2.3

Strengthen connection and engagement of community through strong neighborhoods and Indigenized spaces.

Objectives & Action Plan

2.3.1 Provide opportunities for residents to implement initiatives that connect neighbourhoods.

- a. Develop Neighbourhood Safety & Well-Being micro-grant program.

2.3.2 Create a mechanism for the Indigenous community to design and create Indigenized spaces.

- a. Expand capacity to integrate Indigenized spaces in parks and open spaces, and city facilities.

2.3.3 Deliver consistent accessible programming for lively community spaces.

- a. Leverage CityStudio to undertake a Neighbourhood Assessment Study.
- b. Design Neighbourhood Assessment Tool based on CityStudio Project.



DESIRED OUTCOMES

- ✓ Streets designed for safety, promoting an active and healthy lifestyle while eliminating fatalities and injuries.
- ✓ Collaborative efforts with different government levels to address and fund mutually beneficial outcomes.
- ✓ A city-wide transportation network that is fair and inclusive, offering reliable and affordable travel options, connecting people to valued places and activities, and supporting the efficient delivery of goods.
- ✓ All residents experience a sense of belonging, residing in vibrant, culturally rich, and cohesive communities that prioritize health.
- ✓ Prioritizing safety and security to ensure individuals and communities feel protected and secure.
- ✓ Residents and businesses actively engage in initiatives to combat climate change and enhance resilience in their neighborhoods.

SUPPORTING STRATEGIES AND PLANS

Affordable Access Pilot for
Recreation & Transit

Age Friendly Thunder Bay

Anti-Racism & Inclusion Accord

Clean, Green and Beautiful Policy

Climate Adaptation Strategy

Community Safety & Well-Being Plan

EMS Master Plan

Fit Together: Recreation and Facilities
Master Plan

Indigenous Relations & Inclusion
Strategy

Net-Zero Strategy

Poverty Reduction Strategy

Thunder Bay & Area Food Strategy

Thunder Bay Culture Plan

Thunder Bay Drug Strategy

Thunder Bay Fire Rescue Master Plan

Youth Gang Prevention Strategy



GROWTH

We invest in infrastructure and services to attract and retain diverse businesses and community members.

STRATEGIC
PILLAR
#3

KEY PERFORMANCE INDICATORS

- Number of residential units approved and registered by built form type (singles, row, multi-unit, affordable units).
- Total number of building permits issued and value of these permits.
- Permit processing times (percent meeting Provincially mandated timelines).
- Assessment growth.
- Population growth.
- Transit system ridership and service performance and reliability measures.
- Amount spent on new servicing (watermains and sanitary sewers installed specifically to service new growth/development).
- Reach and engagement through municipal communication channels, including social media and public meetings.
- Increase in positive responses regarding availability of online City services.
- Satisfaction level with City services.



Goal 3.1

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

Objectives & Action Plan

- 3.1.1 Champion economic development that promotes social, environmental, cultural, and financial sustainability.**
 - a. Support infrastructure projects that focus on growth and financial prosperity.
 - b. Implement North Core Streetscape & Victoriaville demolition and revitalization.
- 3.1.2 Advance community economic development.**
 - a. Provide funding to support the advancement of the strategic priorities of the Thunder Bay Community Economic Development Commission (CEDC).
- 3.1.3 Support neighbourhood, streetscape, and commercial areas beautification through updated design guidelines and policies.**
 - a. Adopt and implement updated Urban Design Guidelines.
 - b. Focus investments to enhance the City's Image Routes.
 - c. Create and embed a Clean, Green & Beautiful checklist for municipal decision-making.

Goal 3.2

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

Objectives & Action Plan

- 3.2.1 Facilitate the development of new housing supply inventory with a range of options and affordability levels.**
 - a. Implement the Housing Accelerator and Building Faster Action Plans.
 - b. Identify and assemble lands to support economic development.

3.2.2 Support affordable and equitable mixed-use neighbourhoods that meet our community's housing, transportation, and service needs now and in the future.

- a. Complete Housing Study and implement recommendations as appropriate.
- b. Identify and surplus City-owned lands in existing neighbourhoods appropriate for the purpose of housing.
- c. Complete study on development charges and adopt appropriate by-laws to assist in funding amenities driven by growth.

3.2.3 Prioritize land use development in the urban intensification zones that promote connectedness, sustainability, and prosperity, as identified in the Net-Zero Strategy.

- a. Align housing incentives with the Net-Zero Strategy.

Goal 3.3

Make it easier to access City services.

Objectives & Action Plan

3.3.1 Deliver customer-centred, digitally powered City services as indicated in the Digital Strategy.

- a. Implement Tax & Water online billing system.
- b. Implement online booking system for sports venues.

3.3.2 Integrate and streamline City systems to improve customer experience.

- a. Implement specialized transit on-demand system.
- b. Digitize and streamline building approval processes.

3.3.3 Develop and implement an enhanced public communications plan.

- a. Focus on key communication channels, such as website, social media, and the podcast.
- b. Review and update the Corporate Public Engagement Framework.



DESIRED OUTCOMES

- ✓ An economy that is dynamic and thriving, fostering the success of businesses, and providing ample employment opportunities for a growing workforce.
- ✓ The City consistently invests in and delivers infrastructure that is both safe and sustainable, enhancing the overall quality of life for Thunder Bay residents.
- ✓ Affordable housing options are expanded throughout all parts of Thunder Bay to address the demand and necessity for low- and moderate-income individuals.
- ✓ Services tailored from the customer's perspective, allowing residents, businesses, and visitors to engage with the City at their convenience, in their chosen manner and location.
- ✓ Services that are straightforward, reliable, efficient, and fair, proactively adapting to the evolving needs of customers.

SUPPORTING STRATEGIES AND PLANS

Active Transportation Master Plan
Asset Management Plan
Community Communications Plan
Digital Strategy
Fit Together: Recreation and Facilities Master Plan
Official Plan
Recruitment Plan
Transportation Master Plan
Urban Forestry Management Plan



SUSTAINABILITY

We advance a thriving economy and environment.



KEY PERFORMANCE INDICATORS

- Percent of City budget for climate adaptation and mitigation.
- Percent of City budget for increasing urban forest canopy.
- Percent of core City assets by value (bridges and culverts, roads, water, wastewater, stormwater) with a condition assessment rating of fair or better.
- Percent of residential solid waste diverted from the landfill.
- Energy usage within municipal operations.
- Measures of greenhouse gas reduction.
- Area of parks and green spaces per capita.
- Number of publicly owned lead water service lines replaced.
- Levels of pollutants and general air quality indicators.
- Resident satisfaction with the value of City services.

Goal 4.1

Respond to the climate emergency through decisive action.

Objectives & Action Plan

4.1.1 Invest in green and climate-resilient infrastructure to meet the long-term needs of our community.

- a. Develop and provide training on a Climate Lens tool to support “Climate Change Considerations” as a mandatory section in corporate reports.



4.1.2 Apply climate change projections to reduce risks to infrastructure, service levels, and our community.

- a. Include climate risk assessment and funding strategy as part of the Asset Management Plan.
- b. Publish map of climate risks for community.

4.1.3 Accelerate initiatives to reduce our greenhouse gas emissions.

- a. Complete greenhouse gas reduction roadmap and action plan.
- b. Begin the process to electrify transit and municipal fleet.

Goal 4.2

Plan and deliver financially sustainable and cost-effective services in a holistic way.

Objectives & Action Plan

4.2.1 Identify the community services that are priorities and provide them at a level we can sustain.

- a. Define target service levels for the priority community services.
- b. Complete Asset Management Plan Phase II (All Other Corporate Assets Inventory).

4.2.2 Improve long term financial sustainability by maximizing return on community investments.

- a. Complete Asset Management Plan Phase III (Financing and Establish Levels of Service).
- b. Integrate Multi-Year Budgeting for the City.
- c. Establish a framework for multi-year, service-based funding.

DESIRED OUTCOMES

- ✓ Residents and businesses will perceive value in their municipal taxes, rates, and user fees.
- ✓ The City's budget will become a more efficient and effective tool, supporting strategic, multi-year decision-making, and addressing Thunder Bay's priorities.
- ✓ An organization that is financially agile and resilient, adept at responding to change.
- ✓ A more environmentally conscious and resilient city with transportation alternatives that reduce environmental impact and are adaptable to future challenges and smart city innovations.
- ✓ The City consistently invests in and delivers safe and sustainable infrastructure, enhancing the quality of life for Thunder Bay residents.
- ✓ Reduction in local greenhouse gas emissions, combating climate change, enhancing health, fostering economic growth, and promoting social equity.
- ✓ Public and private assets, infrastructure, and buildings are responsibly managed, considering the risks posed by climate change and constructed and maintained to minimize greenhouse gas emissions.
- ✓ Thunder Bay not only survives but adapts and thrives in the face of climate change.

SUPPORTING STRATEGIES AND PLANS

Climate Adaptation Strategy

Energy Management Plan

Net-Zero Strategy

Solid Waste Management Plan

Stormwater Management Plan

Urban Forestry Management Plan



Inquiries may be directed to:
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