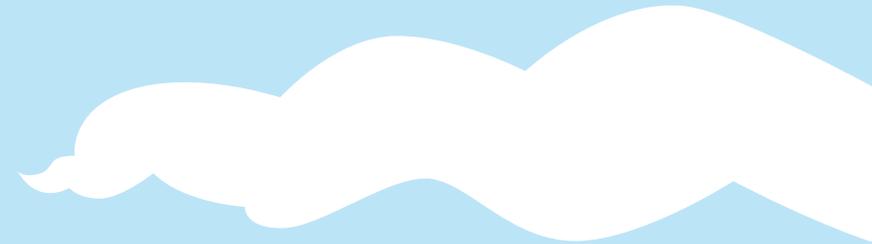




# Maamawe, Growing Together

## City of Thunder Bay Strategic Plan





## 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 and 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:**

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

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

**OBJECTIVES:**

1. Deliver continuous learning and reflection opportunities to support City employees to advance reconciliation with Indigenous communities.
2. Incorporate Indigenous ways of knowing into Reconciliation Action Plans for each section.
3. 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:**

1. Adopt the \*CityStudio approach to address priorities that advance the strategic goal.
2. Improve access to participation in governance and municipal decision-making for historically marginalized people.
3. Enhance diversity, equity, inclusion and belonging in the workplace, as indicated in the Human Resources Strategy.
4. 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:**

1. Advocate for provincial funding to recognize our city as a regional hub to enhance health and social services to meet our community's needs.
2. Support harm reduction by decriminalizing people who use drugs.
3. 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:**

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

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

**OBJECTIVES:**

1. Encourage and support residents to implement initiatives that connect neighbourhoods.
2. Provide opportunities for the Indigenous community to design and create Indigenized spaces.
3. 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.



# Prosperity and Sustainability. We advance a thriving economy and environment.



## Our Strategic Directions and Goals

**GOAL: Make it easier to access City services.**

**OBJECTIVES:**

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

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

**OBJECTIVES:**

1. Identify the community services that are priorities and provide them at a level we can sustain.
2. Improve long term financial sustainability by maximizing return on community investments.
3. Champion economic development that promotes social, environmental, cultural, and financial sustainability.

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

**OBJECTIVES:**

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

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

**OBJECTIVES:**

1. Incentivize affordable and equitable mixed-use neighbourhoods that meet our community's housing, transportation, and service needs now and in the future.
2. Prioritize the Clean, Green and Beautiful policy in development decision-making.
3. 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.

**KEY PERFORMANCE INDICATORS:**

1. Citizen Satisfaction Survey: Increase in positive responses re: Availability of on-line City services.
2. Citizen Satisfaction Survey: Satisfaction with City Services.
3. % of City budget for climate adaptation.
4. City budget for urban forest management.

