



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

A message from the Mayor will be included in the final draft.

Thunder Bay turns 50 in 2020.

As we look to the future, we are finding strength in our diversity as one city, all together.

These are the strategies that will guide our actions between now and 2022, and the Strategic Questions we will ask as we consider emerging opportunities.

---

## LEAD

Provide civic leadership to develop and advance a shared vision for Thunder Bay.

## SERVE

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

## BUILD

Focus on city-building projects that support the rich and active lifestyle that sets Thunder Bay apart.

## RENEW

Focus on essential infrastructure, revitalize our cores and change our appearance.

# OUR VISION

Our strength comes from our people and our unique place in Canada on the shores of Lake Superior and the traditional lands of Fort William First Nation.

Being one city, all together means partnerships with the other institutions, organizations and businesses in our city. We will invite them to work with us to articulate a shared vision.

It also means embracing diversity and creating a culture of respect in our city.

We call on all residents to stand together for a safe, welcoming and respectful Thunder Bay. We ask all residents to work together for a clean, green and beautiful Thunder Bay.

We each have a part to play. Your city is taking the lead to serve you better.



# LEAD

## Provide civic leadership to develop and advance a shared vision for Thunder Bay

1. Seek advice from our Indigenous partners on deepening our approach to reconciliation to advance our shared commitment to mutual respect, equal opportunity and hope.
2. Partner with other institutions, organizations and businesses in our city to work together to articulate a shared vision.
3. Grow through immigration in partnership with the Community Economic Development Commission.
4. Develop a neighbourhood strategy to build capacity and support improvements led at the neighbourhood level with a special focus on initiatives that further community safety and well being.
5. Provide opportunities for residents to express their civic pride.

### 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. Identify points of contact with customers to identify better ways of serving 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?

# BUILD

Focus on city-building projects that support the rich and active lifestyle that sets Thunder Bay apart.

## Strategic Actions

1. Construct and open a new Indoor Turf Facility.
2. Support construction and opening of a new Thunder Bay Art Gallery on the waterfront.
3. Construct and open the first phase of the Waterfront Trail.
4. Develop a long-term plan for the replacement of Fort William Gardens.

## 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?

# RENEW

## Focus on essential infrastructure, revitalize our cores and change our appearance.

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 the Business Improvement Areas and other 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 – inside and outside Thunder Bay – our many attractions, parks, facilities and 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?

# KEY INDICATORS

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

---

## 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  
Needing 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

---

## EXECUTIVE MANAGEMENT

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

Inquiries may be directed to:  
The City of Thunder Bay, City Manager's Office, City Hall, 2nd Floor,  
500 Donald Street East, P.O. Box 800 Thunder Bay ON P7C 5K4  
**Tel: (807) 625-2224 | Web: [thunderbay.ca](http://thunderbay.ca)**