

SHAPING A SUSTAINABLE FUTURE

2023-2025

STRATEGIC ACTION PLAN



It's a plan we can all be proud of.



The Thunder Bay CEDC engaged the community of Thunder Bay through social media, an online survey and in person events.



Engaged over 500
Citizens of Thunder Bay



Worked with over 40
Community stakeholders
and leaders



Hosted over 30
one-on-one meetings
with our valued partners

ANGELA BENEDICT, Artist



Working together towards a sustainable future

Angela's work features the sleeping giant of Sleeping Giant Provincial Park, an iconic image associated with the City of Thunder Bay, as a foundation for 4 figures, the building, and a tree that are watched over by a sun/moon, and all connected by a solid black line.

The Sleeping Giant and building on the same side of the image depict the natural environment and the man-made environments that Thunder Bay has access to for tourism, natural resources, manufacturing, new businesses, employment, and education. The four figures depict the diversity both locally and internationally that comes together for the growth of the community. The sun/moon offers hope and direction for the future. Everything is grounded and connected to the land and the 'now' but also to the future.

Seven is featured throughout this graphic to recognize the seven generations. Any leadership decisions made today need to consider the seventh generation from today. The choices made today impact tomorrow which is why each figure carries seven dots.

The Thunder Bay CEDC acknowledges that Thunder Bay is on the traditional territory of the Fort William First Nation, signatories to the Robinson Superior Treaty of 1850, and we want to show respect to First Nations and Métis communities across the Thunder Bay and Northwest region.



MESSAGE FROM OUR CHAIR,

PETER MARCHL

On behalf of the Thunder Bay Community Economic Development Commission Board of Directors and staff, we are excited to release our 2023-2025 Strategic Action Plan for Thunder Bay.

We are all proud citizens of Thunder Bay and are committed to strengthening and growing Thunder Bay's economy.

The CEDC started our development process in May 2022, we engaged with over 500 citizens, collecting surveys, having one on one discussions and connecting with our stakeholders. Your contribution to our Strategic Action Plan has undoubtedly influenced the development of our community's future. The input and guidance provided through your participation has helped us strengthen our plan and we thank you for your time and support. We know this plan is something we can all be proud of.

Our 2023 – 2025 Strategic Action Plan incorporates new ways of thinking about economic development and really focuses on what matters most to our community. We have developed five strategic pillars that we feel will ensure we are shaping a sustainable future for our community.

As we implement this plan over the next three years, the Thunder Bay CEDC will continue to lead in economic development for Thunder Bay and the region.

A stylized, handwritten signature in black ink, appearing to read 'Peter Marchl'.

– Peter Marchl

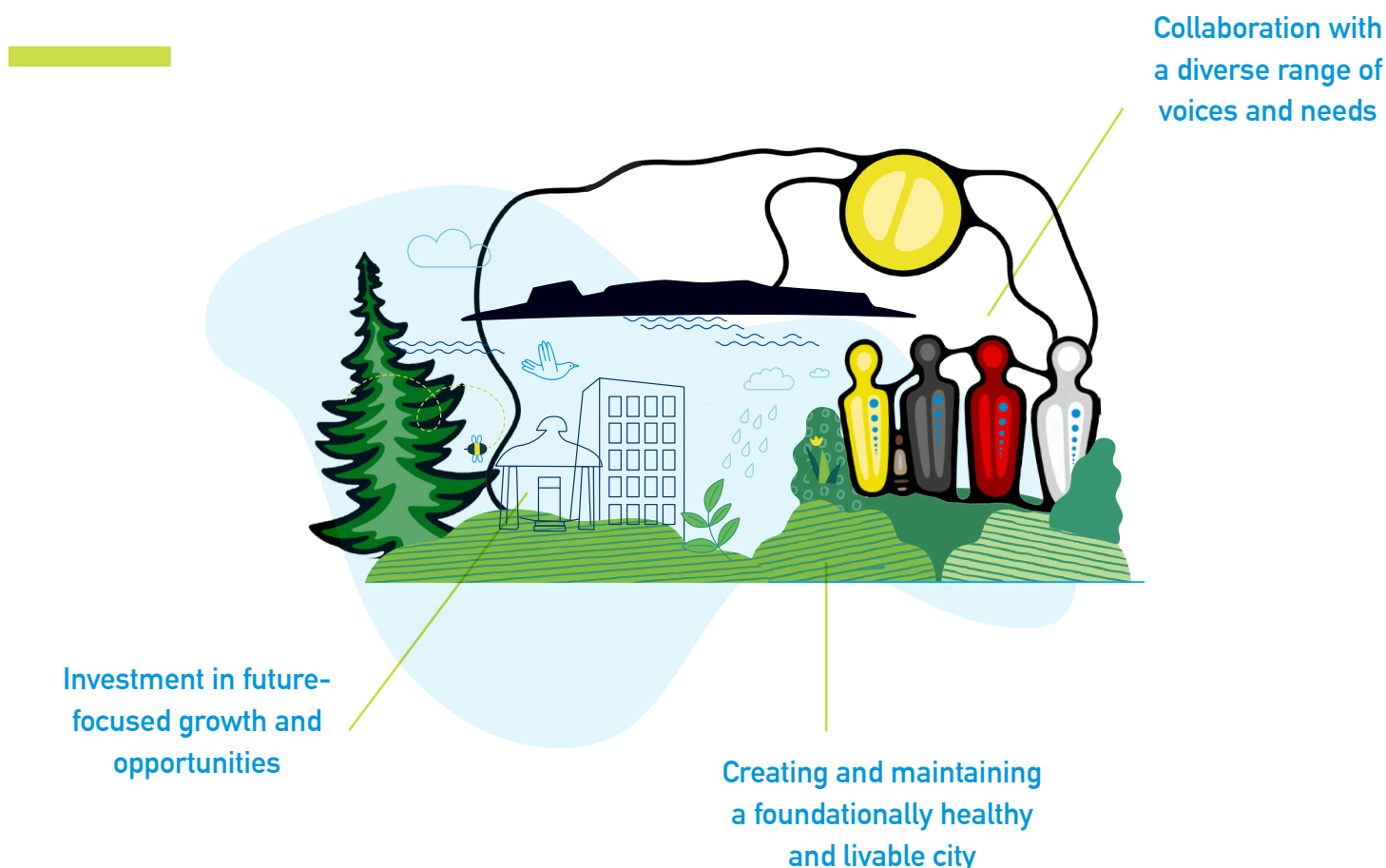


WHAT WE HEARD FROM
OUR COMMUNITY

“CITY OF THUNDER BAY
SHOULD ENSURE A
MODERN APPROACH
TO FIRST NATION
ENGAGEMENT”

SHAPING A SUSTAINABLE FUTURE

SHAPING A SUSTAINABLE FUTURE IS ABOUT BALANCING AND BRIDGING CONTRASTS – the contrast between Thunder Bay's size and richness of opportunity, between stability for today and growth for the future, between a local focus and international profile, and across and between different perspectives and experiences.



Vision

The CEDC's vision is to nurture: small city character, welcoming community and love of local with big city opportunities to grow, thrive and bring aspirations to life for all.

Mission

To grow prosperity, population and profile through partnership, knowledge and resources in support of our community and development ecosystem.



WHAT WE HEARD FROM
OUR COMMUNITY

"CITY OF THUNDER BAY
SHOULD BE A LEADER
IN RECONCILIATION
AND HEALING"



PARTNERSHIP -BASED

Working collaboratively with others, aligning around shared goals.



INCLUSIVE

Welcoming of diverse cultures, experiences and opportunities, such that all voices are heard.



INNOVATIVE

Open, creative, and forward-thinking; willing to take risks.



PROFESSIONAL

Learning-focused, goal oriented, grounded in expertise and transparency.



INTEGRITY

Values-driven; we honour our commitments.



Natural Resources

1

GOAL: Grow, expand and promote Thunder Bay as the regional centre and world leader for mining and forest products services, supply and manufacturing.

1

Position and market Thunder Bay as the regional hub for services and supplies for NW Ontario exploration and mining projects

2

Attract investment ready projects in manufacturing, mining, commodity processing, agriculture and energy, promoting the added values of Indigenous partnerships

3

Support research, innovation and the commercialization of natural resource based commodities, products and energy.



WHAT WE HEARD FROM
OUR COMMUNITY

"BE A NATURAL
RESOURCES CENTRE
FOR CANADA."



Workforce and Immigration Development

GOAL: Attract, integrate and retain a highly skilled workforce focusing on our youth, national and global immigrants and regional Indigenous communities.



1

Develop a labour attraction and growth plan to meet the current and future needs of employers

2

Expand immigration attraction and integration services

3

Work with partners to support Indigenous employment agencies and training organizations

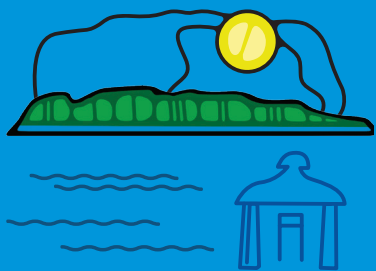


WHAT WE HEARD FROM
OUR COMMUNITY

“FOCUS ON ATTRACTING
SKILLED WORKERS
TO THUNDER BAY AND
RETAINING YOUTH.”

4

Through Thunder Bay's education system attract and retain local and Indigenous youth to enhance our future's workforce



Tourism Development

3

GOAL: Becoming Canada's premier outdoor city, weaving our connectivity to our natural environment to our signature urban culinary and cultural attractions to create memorable leisure, corporate and sport event experiences for visitors.

1

Expand and improve year-round visitor experiences through an increased focus on destination development

2

Increase the economic impact of tourism through enhanced visitor attraction and retention strategies

3

Supporting Indigenous tourism development and promotion



WHAT WE HEARD FROM OUR COMMUNITY

"FOCUS ON ECO AND ENVIRONMENTAL TOURISM, OUR RESOURCES COULD BE A WORLD ATTRACTION."

4

Improving visitor movement through improved wayfinding

5

Support our tourism industry with the tools they need to start-up, diversify and expand



Strengthen Community

GOAL: Drive the growth and progression of Thunder Bay into a safe, welcoming community where people work, live and play while having access to comprehensive health care, education and employment opportunities with an affordable, high quality lifestyle.



1

Make Thunder Bay a place all people want to live and do business

2

Promote the quality of Thunder Bay's lifestyle to outside markets to attract new residents, workers and business

3

Support infrastructure needs of our community through building partnerships and seeking funding assistance for critical projects

4

Through community and Indigenous partnerships identify initiatives to create welcoming neighbourhoods and public places for business

5

Maximize Thunder Bay's position as the regional centre for health services in Northwestern Ontario



WHAT WE HEARD FROM OUR COMMUNITY

"DEVELOP AND MAINTAIN A POSITIVE IMAGE FOR THE CITY."



Business Support

GOAL: Be a cornerstone and catalyst for local and regional entrepreneur support to help drive the creation of new business, and higher quality employment opportunities that offer new services and products to markets everywhere

5

1

Strengthen succession planning services to address challenges and needs for small business owners

2

Provide supports to generate new business start-ups and encourage entrepreneurship

3

Through Indigenous partnerships, expand program development to address Indigenous small business challenges and needs



WHAT WE HEARD FROM
OUR COMMUNITY

"IMPORTANT TO ENSURE LOCAL BUSINESSES AND LOCAL PEOPLE ARE KEPT SAFE, FINANCIALLY AND PHYSICALLY, SO THAT THEY STAY IN BUSINESS AND STAY IN TOWN."

4

Build a welcoming community for new and expanding businesses

5

Enhance newcomer to Canada support systems



MESSAGE FROM OUR CEO,

JAMIE TAYLOR

Thunder Bay is the hub of Northwestern Ontario. As a small city, Thunder Bay provides big possibilities, making our community an ideal place to live, work and do business.

People come to Thunder Bay for economic opportunities but stay for the stunning nature, new friends and better way of life.

As the Chief Executive Officer for the Thunder Bay Community Economic Development Commission, I am excited to get to work on our 2023-2025 Strategic Action Plan.

The Thunder Bay CEDC is committed to supporting Thunder Bay and the region by focusing our efforts on the five strategic pillars presented in this plan. I am confident in our organization, and its partners to effectively execute the goals and objectives outlined in the previous pages. The CEDC is ready for the challenges and opportunities that will arise over the next three years as we adapt to the ever-changing economy.

I strongly believe that our plan is another step in the right direction for our community and I look forward to bringing together industry, community and our stakeholders to shape a sustainable future for Thunder Bay.

– Jamie Taylor



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