



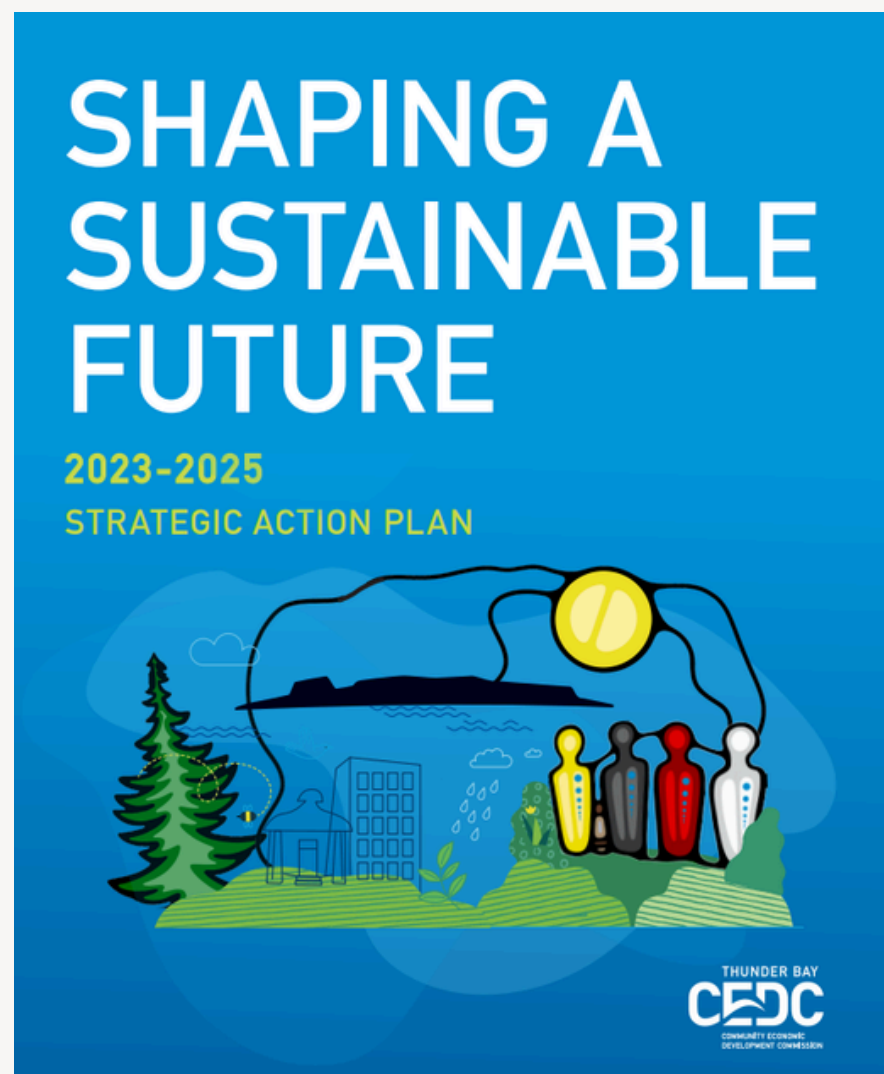
# 2025 & 2023-2025 STRATEGIC ACTION PLAN OVERVIEW

JUNE 2, 2026



# 2025

As we approached the final phase of our 2023-2025 Strategic Action Plan, we were focused on completing the remaining goals and action items to ensure the successful fulfillment of our objectives by the end of 2025. Simultaneously, we actively laid the groundwork for our new 2026-2031 Strategic Action Plan through the development of a growth strategy, aligning our vision and priorities to shape a sustainable future for Thunder Bay.



# PILLAR 1:

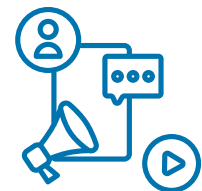


## Supporting a sustainable future for Thunder Bay through Natural Resources development.

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

### 2025 FOCUS

#### Attracting companies to fill gaps in mining supply and service



marketing



reverse expo



Prosperity NW



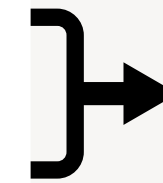
Minexpo leads



PDAC



FAM tours



73 Leads

8 New companies attracted

64 Jobs

#### Attracting users of hardwood



marketing



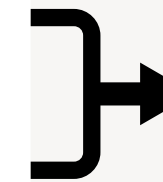
lead generation



international awareness



bio fuels study



21 Leads

5 Events

1 Study completed

#### Attract large Industry



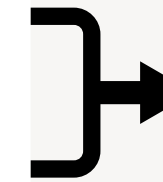
lead generation



FAM tours

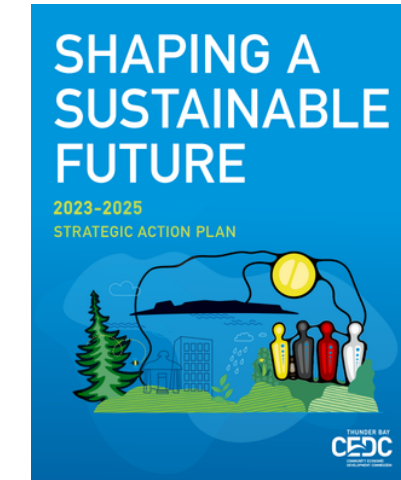


strategic management



13 leads

1 Company attracted



### 2023 - 2025

227 Leads

13 Companies attracted

17 Events

# PILLAR 2:



## Supporting a sustainable future for Thunder Bay through 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.

### 2025 FOCUS

#### Lead and support labour attraction & retention initiatives



expanding retention and attraction tools



welcoming community assessment



labour attraction campaigns



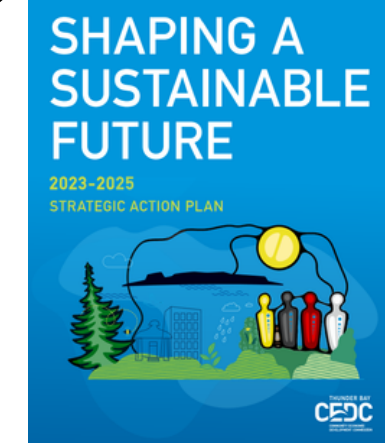
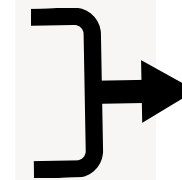
local employers support



deliver new immigration programs



labour market outlook



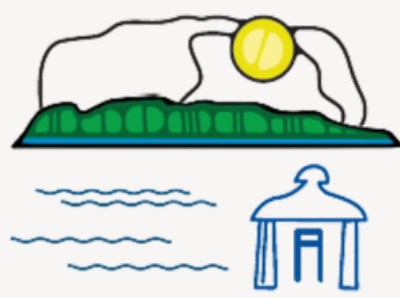
## 2023 - 2025

1180 Recommendations

892 Employers Supported

392 Employers supported  
12 Workshops  
26 Events completed  
475 RCIP recommendations  
282 ONIP  
2 Programs delivered  
2 Studies completed

# PILLAR 3:



## Supporting a sustainable future for Thunder Bay through Tourism

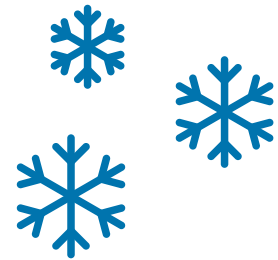
Goal: Becoming Canada's premier outdoor city, weaving our connectivity to our natural environment to our signature urban culinary and cultural attractions to create memorable leisure, corporate and sport event experiences for visitors.

### 2025 FOCUS

#### Year around sport and business event and leisure market attraction



culinary



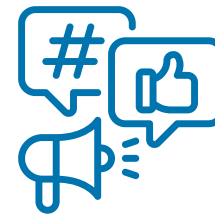
winter strategies



TDF



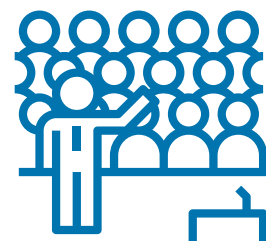
Indigenous stream



travel media



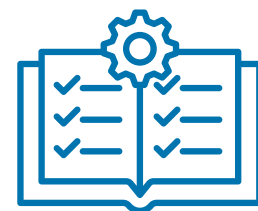
cruise shipping



convention attraction



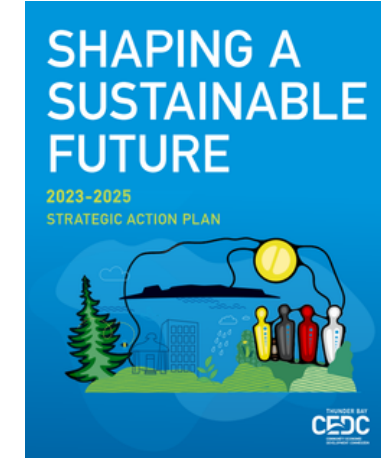
tour apps



Visitor guide



sport tourism events



### 2023 - 2025

TDF

- 174 Approvals
- \$4.9M Committed
- \$107M Leveraged



10% Visitation

\$13.2M Cruise ship impact

71 TDF projects

- \$1.8M Committed
- \$ 4M Leveraged
- \$23M Event economic impact

70K Visitation ↑6.6%

\$31 M Earned media

13 Cruise ship visits

5 New visitor experiences

95K Visitor app users

\$250k Accommodation conversion

# PILLAR 4:

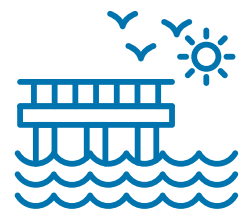


## Supporting a sustainable future for Thunder Bay through strengthening our community.

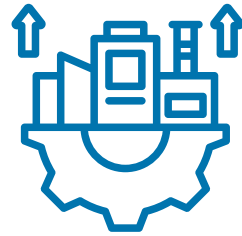
Goal: Drive the growth and progression of Thunder Bay into a safe, welcoming community where people work, live and play while having access to comprehensive health care, education and employment opportunities with an affordable, high quality lifestyle.

### 2025 FOCUS

#### Growth Development



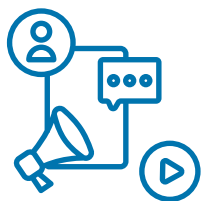
pool 6 support



fill vacant commercial locations



Indigenous impact promotion



opportunity marketing

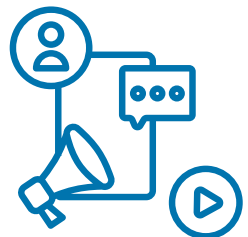


lifestyle promotion

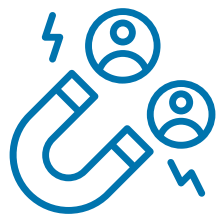


plug-in

#### Family physician recruitment



attraction marketing



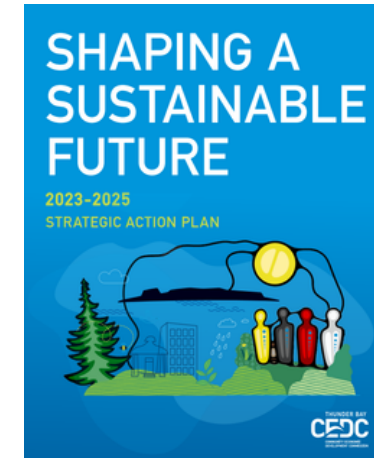
lead generation



recruitment and retention initiatives

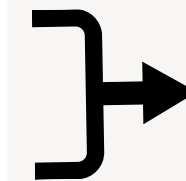


grants programs



### 2023-2025

- + 21,000 Followers
- 23 Doctors attracted
- Pool 6 Development
- 67 EV Chargers - Plug-in



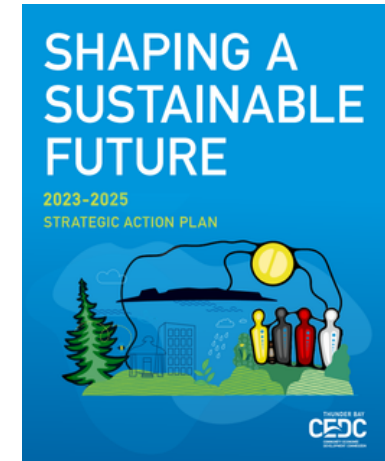
- 16 Commercial locations filled
- 5 Events
- 21K Followers (+9498)
- 12 Grants
- 8 New family physicians
- 1 Study with supporting campaign completed

# PILLAR 5:



Supporting a sustainable future for Thunder Bay through 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

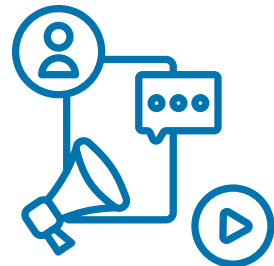


## 2023 - 2025

2328 Inquiries  
1020 Consults  
106 Business Starts  
119 Jobs

## 2025 FOCUS

Support start ups expansion and succession



marketing



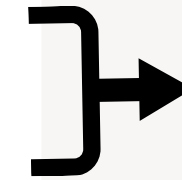
consultations



DSS



succession program



828 Inquiries  
459 consults  
57 Business Starts  
70 Jobs  
23 Grants  
21 Events & workshops  
733K Reached  
2 New programs launched  
• 9 Succession Pathways  
• 46 Thrive Online



program delivery



program delivery

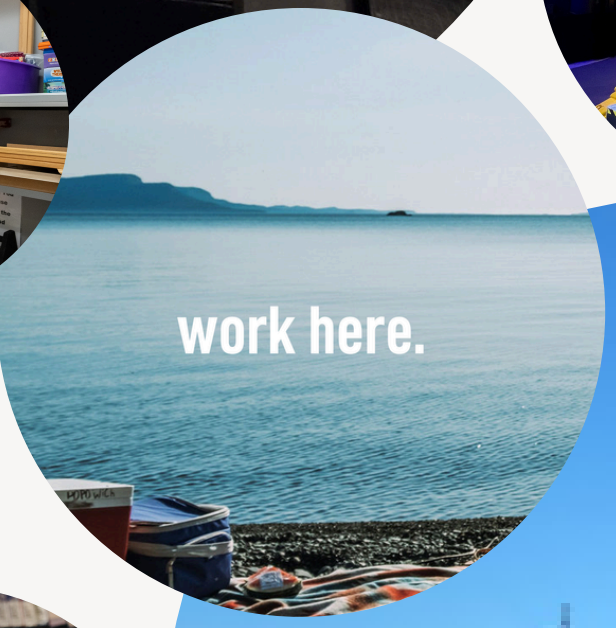


program delivery

# 3 YEAR OVERVIEW



## Indigenous Economic Impact Analysis of Thunder Bay





**Thank You**  
**QUESTIONS?**

THUNDER BAY  
**CEDC**  
COMMUNITY ECONOMIC  
DEVELOPMENT COMMISSION