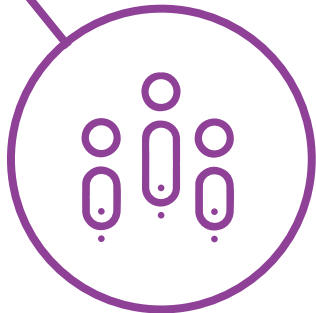
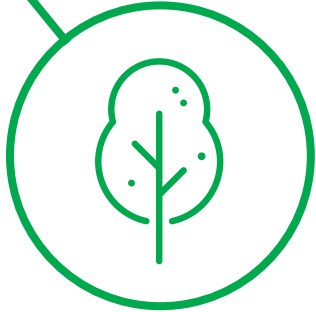


2017-2027



North Bay
Strategic Plan



Mayor's Message

City Council has listened to the community's call for a common vision and a future path forward. We listened while the community provided input and feedback to the framework that Council and Staff put forward. While Council developed the framework, we were very interested in the thoughts of our community. As Mayor of the city of North Bay, it was invigorating to see so much passion for our great community.

We know North Bay is a hidden gem in the Province. We know that there are challenges that North Bay needs to address. We know that the future for North Bay is bright. This Strategic Plan is going to help us manage the areas that need improvement, be even stronger in the areas where we excel, and guide us for the next ten years.

We need to collaborate as a community; we need to have a common path that we can follow; and, we need to make smart decisions that position us in a financially stable manner. For the next ten years, our Strategic Priorities are outlined as:



**Natural,
North & Near**



**Economic
Prosperity**



**Affordable
Balanced
Growth**



**Spirited Safe
Community**



**Responsible
& Responsive
Government**

These Strategic Priorities have over 50 goals associated with them and will serve as our compass for City Council, Administration, and the community. Our history has shown us that we are at our best when our community is united. Let us work together on the goals set out in this plan.

Sincerely,

Al McDonald
Mayor
City of North Bay





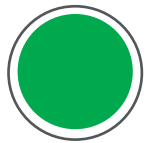
Our Vision

"Natural, North & Near"

Our North Bay will be economically prosperous for all residents, by ensuring that we are a vibrant, integrated, and balanced community rooted in the natural beauty of Ontario's near north.



Our Values



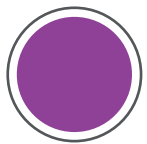
Integrity & Trust

We shall understand and live by the spirit and the laws of our community creating an environment built on trust. We are open, honest and accountable.



Community Focused

We endeavour to understand the needs of the community and strive to meet or exceed expectations. We are proud of what we do.



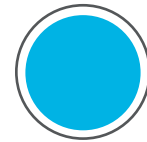
Respect

We value input, treat all people with dignity and provide a diverse, engaged and inclusive community and work environment.



Excellence

We relentlessly pursue outstanding and sustainable results and strive for continuous improvement.

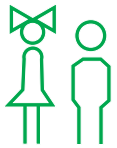


Stewardship

We protect the environment, promote a healthy, safe and vibrant community, work safely and manage risks.



Our Challenges



Population growth

Retaining our youth and attracting new residents



Fiscal sustainability

Our city needs to be affordable for everyone



Jobs

Attracting new and diverse employers



Best kept secret

We are a great city – but not everyone knows it



Public engagement

We need to communicate better



Our Strengths



An unparalleled natural setting

Respecting, protecting and promoting our natural environment



Quality of life

Maintaining and enhancing the North Bay experience for residents over the long term



A proud history

A strong sense of self supported by rich Northern traditions



Arts & culture

Encouraging and valuing our creative community



Small town feel with access to big city services

Giving residents access to the best of both worlds



Leisure, recreation & sport

Leveraging a wide range of extensive sports and leisure opportunities and organizational partnerships



Our Strategic Priorities



Natural, north & near



Economic prosperity



Affordable balanced growth



Responsible & responsive government



Spirited safe community



Our Strategic Priorities



Natural, North & Near

Our North Bay admires, values and respects the natural environment as the heart of the community and recognizes the unique features that make the city a better place to live, work, play and learn.

We will identify and pursue opportunities to:

- Protect, promote and enhance the environment in all aspects of the city's operations and plans
- Leverage the natural environment to enhance healthy living and recreational opportunities
- Promote the natural environment as a four season destination for ecotourism
- Invest in technology and work practices to reduce the city's energy consumption
- Encourage development that better links the city to the natural environment, including parks, the waterfront and the north
- Celebrate North Bay's proud history and heritage
- Continue to engage in strong relationships with First Nations
- Foster the creation of a community with a positive environment that instills pride and confidence and supports a resilient diversified and inclusive economy
- Promote North Bay's geographical connectivity with the rest of the province



Our Strategic Priorities

Economic Prosperity

Our North Bay is open for business and creates a diverse range of employment opportunities for all residents.

We will identify and pursue opportunities to:

- Promote and support public and private sector investment
- Explore and implement opportunities to streamline processes, policies and practices that make it easier and more effective to do business in North Bay
- Attract investment by better telling the North Bay story regionally and across Ontario
- Leverage North Bay's significant, unique assets to drive economic growth, such as the airport and deep knowledge of relevant industry sectors
- Create an environment that supports entrepreneurship in North Bay
- Cultivate the growth and expansion of existing businesses in North Bay and in surrounding communities
- Engage the business community in identifying and developing economic opportunities
- Work with key community stakeholders in defining long term work force needs and the development, attraction and retention of talent
- Engage Canadore College and Nipissing University with local employers in developing skilled labour and development opportunities
- Be engaged in immigration activities as a tactic to increase the size and diversity of the labour force
- Celebrate and encourage multi-culturalism, recognizing its role in economic development
- Build on existing sports community to drive sport-tourism
- Foster arts and culture as a key contributor to attracting talent and supporting creative businesses
- Identify existing business sectors and explore opportunities for future growth



Our Strategic Priorities

Affordable Balanced Growth

Our North Bay is a city where we make strategic and efficient decisions, ensuring a strong municipality that allows us to keep our residents and attract new people to our community.

We will identify and pursue opportunities to:

- Maintain infrastructure across the city in a good state of repair
- Consider all aspects of decisions to fund new infrastructure
- Provide smart, cost effective services and programs to residents and businesses
- Explore opportunities to reduce the costs of government service delivery, including shared services and new technologies
- Define the development of the waterfront and the revitalization of downtown
- Ensure an equitable distribution of resources across city neighbourhoods and includes residents of all ages
- Develop and engage in programs and activities to retain and attract youth to the city
- Facilitate the development of housing options to service the entire community, with consideration to socio-economic characteristics of the community
- Continually improve on policies and practices that celebrate diversity and create a welcoming environment that supports development, growth, and community engagement



Our Strategic Priorities

Spirited Safe Community

Our North Bay is a city where we encourage the health of our residents and a dynamic and innovative community experience for locals and visitors.

We will identify and pursue opportunities to:

- Work with community stakeholders to enhance safety and integration throughout the City
- Facilitate and assist the community in having access to the broad spectrum of health services
- Facilitate the development of housing options to service the needs of the community
- Promote and encourage arts and culture as a cornerstone of a dynamic community
- Continuously work on the development and implementation of a healthy active living strategy that includes the incorporation of Age Friendly practices and services
- Develop an Integrated Active Transportation system
- Encourage openness and diversity in the community for all residents
- Develop and provide recreational and community centre services geared to meeting the broad spectrum of needs in the community
- Utilize resources and partnerships to beautify and enhance the appearance of the City
- Support and promote community and special events



Our Strategic Priorities



Responsible & Responsive Government

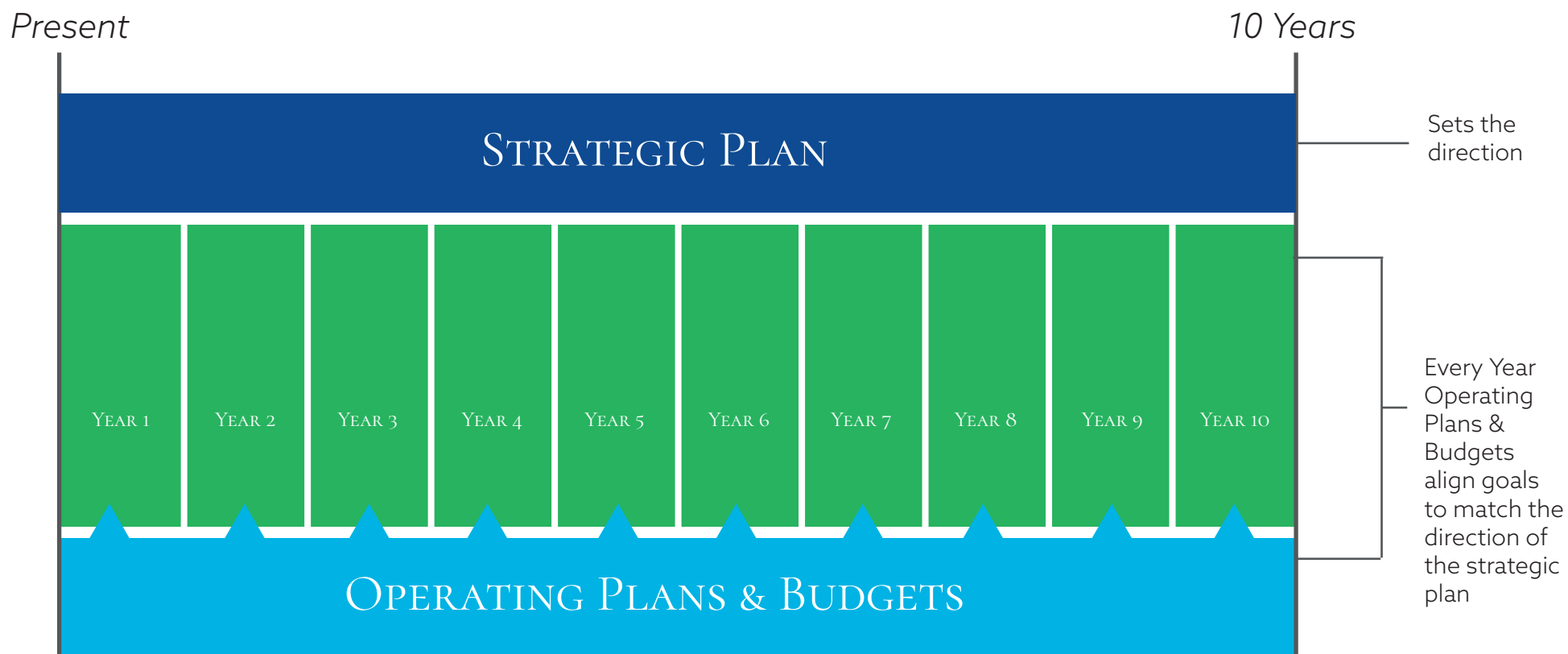
Our North Bay is a city where we manage the municipality in an efficient, effective, and sustainable manner, and engage in two-way communication with our residents.

We will identify and pursue opportunities to:

- Ensure the efficient and effective operations of the city, with particular consideration to the impact of decisions on the property tax rate
- Diversify the property tax base
- Develop a practice of communications and engagement that ensures that residents are aware and understand what City Hall is doing
- Encourage innovation in City Hall communications, including through the use of social media
- Maximize funding opportunities with other governments
- Develop and implement a performance measurement framework to support the implementation of the Strategic Plan
- Strive to be the employer of choice for highly qualified employees and maintain positive labour/employee relations
- Ensure that Council and staff have a shared perception and goals
- Acknowledge and encourage the role that the City can have in convening volunteers
- Promote quality customer service as a practice
- Ensure the City is prepared in the event of a Community Emergency
- Ensure continuous improvement of governance and administration
- Work with partners and stakeholders to identify and find solutions to streamline processes and remove barriers



How it all Fits Together



Performance Measurement

City Council should direct staff to pursue the following performance measurement practices and create linkages between the Strategic Plan and:



Annual reporting



Operating plans



Staff reports



City budgets





City of North Bay

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