



**Committee of the Whole Meeting
Agenda**

**Monday, February 10, 2025, 6:30 p.m.
S.H. Blake Memorial Auditorium**

Pages

- 1. Closed Session in the McNaughton Room**
Closed Session Agendas will be distributed separately to Members of Council and ELT only.

- 2. Open Session (Operations) in the S.H. Blake Memorial Auditorium at 6:30 p.m.**
Chair: Councillor Trevor Giertuga

- 3. Disclosures of Interest**

- 4. Confirmation of Agenda**
WITH RESPECT to the February 10, 2025 Committee of the Whole meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

- 5. Presentations**
 - 5.1 Indoor Turf Facility– Community Fundraising Campaign**
Memorandum from Commissioner - Community Services Kelly Robertson, dated January 25, 2025 requesting the opportunity for Michael Veneziale, on behalf of Soccer Northwest to provide a presentation.

- 6. Items Arising from Closed Session**
 - 6.1 Legal Matter - Thunder Bay Public Library**
Report 2025CLS.009 (City Manager's Office - City Solicitor & Corporate Council) relative to the above was previously presented in Committee of the Whole – Closed Session held on Monday, January 27, 2025.

WITH RESPECT to Report 2025CLS.009 (City Manager's Office – City Solicitor & Corporate Council) we recommend that Administration proceed as directed in Closed Session.

7. Reports of Committees, Boards and Outside Agencies

- 7.1 Earthcare Advisory Committee Minutes** 8 - 11
Minutes of meeting 06-2024 of the Earthcare Advisory Committee, held on December 18, 2024, for information.
- 7.2 Waterfront Development Committee Minutes** 12 - 17
Minutes of meeting 07-2024 of the Waterfront Development Committee, held on November 19, 2024, for information.

8. Reports of Municipal Officers

- 8.1 Report Back - Feasibility of Including Pets in Cemeteries** 18 - 19
At the June 3, 2024 Committee of the Whole meeting, a memorandum from Manager - Central Support Matthew Pearson, dated May 22, 2024 was presented and a resolution was passed recommending that Administration review the feasibility of including pets in cemeteries.

Report 31-2025 - Infrastructure & Operations - Parks & Open Spaces advising that Administration has determined it is not feasible to offer pet burial services at this time and recommending that Outstanding Item 2024-101-INO be removed from the Outstanding List.

WITH RESPECT to Report 31-2025 – Infrastructure & Operations – Parks & Open Spaces, we recommend that Outstanding Item 2024-101-INO be removed from the Outstanding List;

AND THAT any necessary by-laws be presented to City Council for ratification.

- 8.2 Dewatered Sludge, Grit Haul and Dumping of Landfill Bins Contract Award** 20 - 22
Report 38-2025 - Infrastructure & Operations - Environment recommending that the contract for the Dewatered Sludge and Grit Haul and Dumping of Landfill Bins, in the amount of \$823,946.96 (inclusive of HST), be awarded to Curbside Collection.

WITH RESPECT to Report 38-2025-Infrastructure & Operations-Environment, we recommend that the contract for the Dewatered Sludge and Grit Haul and Dumping of Landfill Bins, in the amount of \$823,946.96 (inclusive of HST), for a period of one (1) year with two (2) one-year renewal options, be awarded to Curbside Collection;

AND THAT the amount shown is based on estimated quantities; final payment for this Contract will be based on measured quantities for the

complete work and may be higher than the tender value;

AND THAT the Commissioner of Infrastructure & Operations report any circumstances to City Council should significant variation in the contract quantities occur;

AND THAT the Mayor and Clerk be authorized to sign any necessary agreements related to this Report;

AND THAT any necessary by-laws be presented to City Council for ratification.

9. Petitions and Communications

- 9.1 Engineering Construction Contract Summary 2024** 23 - 30
Memorandum from Matthew Miedema, Director- Engineering, dated December 23, 2024 providing an updated Construction Contract Summary, listing all projects administered by Engineering from 2001 to 2024, for information only.

- 9.2 Outdoor Rink Options - Request for Deferral - Outstanding Item 2024-102-INO** 31
At the June 3, 2024 Committee of the Whole meeting, a memorandum from Councillor Greg Johnsen, dated May 21, 2024 was presented. and a resolution was passed recommending that Administration investigate the various options outlined in this memorandum relative to Outdoor Rinks.

Memorandum from Cory Halvorsen, Manager - Parks & Open Spaces, dated December 18, 2024 containing a recommendation requesting the report back date for the Outdoor Rink Options Outstanding Item be deferred from March 3, 2025 to April 7, 2025.

WITH RESPECT to the Memorandum from Cory Halvorsen Manager – Parks & Open Spaces, dated December 18, 2024, we recommend that report back date for Outdoor Rink Options be deferred from March 3, 2025 to April 7, 2025;

AND THAT any necessary by-laws be presented to City Council for ratification.

- 9.3 2024 DWQMS Management Review Report - City of Thunder Bay Bare Point Water Treatment Plant and Distribution Subsystem** 32 - 33

Memorandum from Kayla Dixon, Commissioner - Infrastructure & Operations, dated January 27, 2025 providing an update relative to the 2024 DWQMS Management Review Report, for information only.

9.4 Request for Review – River Terrace Parking

34 - 35

Memorandum from Councillor Michael Zussino dated January 8, 2025 containing a recommendation requesting that Administration undertake a traffic study and parking review to determine if the section of Sunrise Boulevard between South Creek Street and Golf Links Road should be a no parking zone.

WITH RESPECT to the Memorandum from Councillor Michael Zussino dated January 8, 2025, we recommend that Administration undertake a traffic study and parking review to determine if the section of Sunrise Boulevard between South Creek Street and Golf Links Road should be a no parking zone;

AND THAT the report back date be on or before January 31, 2026;

AND THAT any necessary by-laws be presented to Council for ratification.

10. Outstanding Items

10.1 Outstanding Items List - Operations

36 - 37

Memorandum from Director - Legislative Services & City Clerk Krista Power dated January 28, 2025, providing the Operations Outstanding List, for information.

11. Open Session (Community Services)

Chair: Councillor Shelby Ch'ng

12. Reports of Committees, Boards and Outside Agencies

12.1 District of Thunder Bay Social Services Administration Board Minutes

38 - 60

Minutes of Meetings 19-2024 (Open), 20-2024 (Closed), 21-2024 (Open) & 22-2024 (Closed) of the District of Thunder Bay Social Services Administration Board held on November 21, 2024 and December 19, 2024, respectively, for information.

13. Reports of Municipal Officers

13.1 2024 Ontario Winter Games Legacy

61 - 66

Report 10-2025 - Community Services - Recreation & Culture outlining the successes of the 2024 Ontario Winter Games and recommending that the proposed Legacy Plan for the event be adopted.

Memorandum from Paul Burke, Sport & Community Development Supervisor, dated January 23, 2025 requesting the opportunity to provide a presentation along with Barry Streib, 2024 Ontario Winter Games Organizing Committee Chair.

WITH RESPECT to Report 10-2025-Community Services-Recreation & Culture we recommend that the Legacy Funds provided by the Government of Ontario for hosting the 2024 Ontario Winter Games be distributed as follows:

- \$15,000 to the PRO Kids Reserve
- \$10,000 to Special Olympics Thunder Bay
- \$75,000 to the Community, Youth & Cultural Funding Program for sport development projects in 2025 and 2026;

AND THAT any additional legacy dollars resulting from the Games be transferred to the Event Hosting Reserve;

AND THAT any necessary by-laws be presented to City Council for ratification.

13.2 Naming Rights Implementation Plan

67 - 74

Report 29-2025 - Community Services - Recreation & Culture recommending that Administration pursue naming rights sponsorships for the priority assets included in the 3-year Naming Rights Implementation Plan as outlined in this report.

Memorandum from Leah Prentice, Director - Recreation & Culture, dated January 27, 2025 requesting the opportunity for Judy Haber - Senior Partner and Tina Basic - Project Manager from Performance Sponsorship Group to provide a presentation.

WITH RESPECT to Report 29-2025-Community Services-Recreation & Culture, we recommend that Administration pursue naming rights sponsorships for the priority assets included in the 3-year Naming Rights Implementation Plan as outlined in this report;

AND THAT any necessary by-laws be presented to City Council for

ratification.

13.3 City Manager's Workplan

75 - 161

Report 12-2025 City Manager's Office providing an overview of the 2025-2027 City Manager's Work Plan, for information only.

Memorandum from John Collin, City Manager requesting the opportunity to provide a presentation.

14. Outstanding Items

14.1 Outstanding Items List - Community Services

There are currently no listed Outstanding Items for the Community Services Session.

15. New Business

16. Adjournment

Memorandum

TO: Krista Power
Director – Legislative Services & City Clerk

FROM: Kelly Robertson
Commissioner, Community Services

DATE: January 28, 2025

SUBJECT: Indoor Turf Facility – Community Fundraising Campaign

I respectfully request the opportunity for Michael Venezia to make a presentation at the February 10, 2025 meeting of Committee of the Whole.

The presentation will provide City Council with an overview of a community-led fundraising campaign in support of the proposed indoor turf facility.

Should you have any questions regarding this request, please contact me at 807-625-2964 or Kelly.Robertson@thunderbay.ca.

Respectfully



Kelly Robertson
Commissioner, Community Services

cc: Kayla Dixon, Commissioner, Infrastructure and Operations
Leah Prentice – Director – Recreation & Culture



EarthCare Advisory Committee Meeting Minutes

**Wednesday, December 18, 2024, 5:32 p.m.
McNaughton Room - 3rd Floor, City Hall**

1. EarthCare Advisory Committee Meeting 06-2024

Chair: Shannon Costigan

2. Members

Shannon Costigan
Kiera Essex
Taylor Munro
Sandra Stiles

3. Officials

Michelle Warywoda, Director - Environment Division
Louisa Costanzo, Manager - Community Safety & Well-Being
Jacob Porter, Climate Adaptation Coordinator
Danielle Thom, Climate Action Specialist
Lori Wiitala, Committee Clerk/Legislative Specialist

4. Land Acknowledgement

Keira Essex of the EarthCare Advisory Committee provided a Land Acknowledgement.

5. Welcome and Disclosures of Interest

6. Agenda Approval

MOVED BY: Sandra Stiles
SECONDED BY: Keira Essex

WITH RESPECT to the December 18, 2024, meeting of the EarthCare Advisory Committee, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

7. Confirmation of Previous Minutes

The Minutes of Meeting 05-2024 of the EarthCare Advisory Committee, held on November 20, 2024, be confirmed.

MOVED BY: Keira Essex
SECONDED BY: Taylor Munro

THAT the Minutes of Meeting 05-2024 of the EarthCare Advisory Committee, held on November 20, 2024, be confirmed.

CARRIED

8. Net-Zero Strategy and Sustainability Update

Danielle Thom, Climate Action Specialist provided an update on Net-Zero Strategy and Sustainability.

Maamawe – All together. We honour the truth and reconcile for the future.

The Mayor’s Monarch Pledge 2024 report has been submitted and approved.

Safety and well-being. Our community is healthy, safe, and strong.

Confederation College Energy Summit 2025 will be held at Confederation College on February 27, 2025. Three panel moderators have been confirmed Jacob Porter, John Stephenson and Amy Coomes; invitations will be distributed in the new year.

Lakehead University Innovation Week: Heat Pump Event will be held on February 26, 2025, location tbd. Panelist invitations and promotion will begin in 2025.

Growth. We attract and retain new and diverse businesses and community members.

Phase 2: Home Energy Improvement Loan Program Design. Initial interviews have been conducted with local contractors, the workforce development lead from Confederation College, potential financial partners (Bay Credit Union, Northern Credit Union, TD Bank), and Synergy North. Public engagement is underway; a Get Involved survey for homeowners opened on December 2, 2024 and will close on January 31, 2025. Public information sessions were conducted at Goods & Co. and the Thunder Bay Country Market. The last session will be held at Intercity Shopping Centre on January 18.

Sustainability. We advance a thriving economy and environment.

Boulevard Garden and Maintenance By-law report back date was December 16, 2024; the Draft By-Law was referred back to Administration, and an amended version of the Draft By-Law will be presented on January 13, 2025.

9. Climate Adaptation Update

Jacob Porter, Climate Adaptation Coordinator provided an update relative to Climate Adaptation.

Maamawe – All together. We honour the truth and reconcile for the future.

- Presented on climate risks and urban planning considerations at northwest planning forum.
- Application submitted to FCM for updating adaptation strategy with improved equity considerations.

Safety and well-being. Our community is healthy, safe, and strong.

- Provided in-kind support to Emergency Food Plan's emergency exercise in December
- Heat mapping undertaken with CityStudio and Confederation College; the data will help inform what interventions may be most effective

Growth. We attract and retain new and diverse businesses and community members.

- Will moderate panel on resilient infrastructure at energy summit in February

Sustainability. We advance a thriving economy and environment.

- Risk assessment for all asset classes is underway as part of the asset management plan

- Climate lens guidance for Thunder Bay focused on climate adaptation and equity is being developed in partnership with the Ontario Resource Centre for Climate Adaptation

10. Gratitude

Committee Members and Administration provided a roundtable of gratitude.

11. Next Meeting

The EarthCare Advisory Committee Meetings will be held the 3rd Wednesday of each month with the exception of July and August, in the McNaughton Room, at 4:00 p.m. as follows:

- Wednesday, January 15, 2025
- Wednesday, February 19, 2025
- Wednesday, March 19, 2025
- Wednesday, April 16, 2025
- Wednesday, May 21, 2025
- Wednesday, June 18, 2025
- Wednesday, September 17, 2025
- Wednesday, October 15, 2025
- Wednesday, November 19, 2025
- Wednesday, December 17, 2025

12. Adjournment

The meeting adjourned at 5:38 p.m.



Waterfront Development Committee Meeting Minutes

**Tuesday, November 19, 2024, 4:00 p.m.
McNaughton Room - 3rd Floor, City Hall**

1. Waterfront Development Committee Meeting 07-2024

Chair: Councillor Andrew Foulds

2. Members

Roderick Bosch
Brad DesRochers
Councillor Andrew Foulds
Timothy Hardie
Warren Philp
Sean Spenrath
Councillor Michael Zussino

3. Officials

Kerri Marshall, Commissioner - Growth
Joel DePeuter, Director - Development Services
Dana Earle, Deputy City Clerk
Guy Walter, Landscape Architect
Flo-Ann Track, Council & Committee Clerk

4. Disclosures

None.

5. Agenda Approval

MOVED BY: Sean Spenrath
SECONDED BY: Councillor Michael Zussino

WITH RESPECT to the November 19, 2024 meeting of the Waterfront Development Committee, we recommend that the Agenda as printed, including any additional information and new business be confirmed.

CARRIED

6. Minutes of Previous Meeting

MOVED BY: Sean Spenrath
SECONDED BY: Roderick Bosch

THAT the Minutes of Meeting 06-2024 Waterfront Development Committee, held on September 10, 2024 be confirmed.

CARRIED

7. Presentations

7.1 Growth - An Update on Development Initiatives

Commissioner - Growth Kerri Marshall provided an overview relative to the above noted.

Director - Development Services Joel DePeuter appeared before Committee, provided a PowerPoint Presentation relative to the City of Thunder Bay's Growth Initiative, and responded to questions.

Discussion was held relative to the above noted. Some of the items discussed as follows:

- Dedicated team to accelerate growth for the city.
 - Goals:
 - Establish Task Force to inform action plan.
 - Collaborate - public and private sectors.
 - Implement a Smart Growth Plan.
 - Metrics and systems to monitor growth initiatives.

- Analyze barriers to growth and propose solutions to overcome obstacles.
 - Build a "One Stop Shop" where permitting and building resources are available.
 - Funding sources.
 - Easy to follow process.
 - Faster response times.
- Housing Accelerator Fund (HAF).
 - Supports affordable housing, multi-unit housing, and "missing middle" housing.
 - Encourages intensification on existing municipal servicing.
 - Zoning by-law changes allow residential use in new areas.
 - Encourage higher densities.
 - Reduce development regulations.
 - Thunder Bay is ahead of housing targets.
 - 5 available grant programs - applications available at buildthunderbay.ca.
 - City owned available lands - information available at properties.thunderbay.ca.
- Infrastructure Projects - Housing Enabling Water Systems Fund (HEWSF).
 - Money received from Province to extend underground and stormwater services only. Project located north & south of Central Ave. between Golf Links Road and Balmoral Street; an area identified as one of the top opportunity sites to add new housing.
- Stakeholder Roundtable was held in October.
 - Identified potential barriers and solutions to bring to next stakeholder session.
 - Developed a short-term action plan.

8. Resolution to Recess and Resolve into Closed Session 4:38 p.m.

MOVED BY: Councillor Andrew Foulds

SECONDED BY: Warren Philp

THAT we resolve into Closed Session in order to receive information relative to a proposed or pending acquisition or disposition of land by the municipality or local board, and then revert back to open session to continue with the business at hand, pursuant to the Municipal Act (Section 239 (2)(c)).

CARRIED

Director - Development Services Joel DePeuter responded to questions.

Commissioner - Growth Kerri Marshall responded to questions.

Deputy City Clerk Dana Earle responded to questions.

At 4:56 p.m. the Waterfront Development Committee – Open Session meeting reconvened.

9. Waterfront Master Plan Update

Manager - Parks & Open Spaces Cory Halvorsen provided an update relative to the Community Economic Development Commission's Best Use Study.

- Currently with Consultants.
- CEDC Board is funding the Best Use Study.
- Administration will provide information as available.
- Best Use Study will help inform future waterfront projects that align with the City's Master Plan.
- Administration will follow up with CEDC for timeline.

10. Infrastructure Project Update

Document entitled "Infrastructure Update Nov 2024" was distributed separately on Tuesday, November 19, 2024.

Discussion was held relative to trail work completed to-date. Some of the items discussed as follows:

- Waterfront Trail

- No additional information has been received; Administration is waiting for an update.
- Pool 6 Waterfront Trail extension.
 - Positive feedback has been received.
 - Trail is well used.
 - Signage and barriers help to prevent people from leaving the trail.
 - Barriers in place to prevent vehicle traffic.

11. Work Plan Update

Document entitled WDC Action Timeline - WDC Focused 2024-2026 Action Plan, for information.

Commissioner - Growth Kerri Marshall provided an overview and responded to questions.

Discussion was held relative to progress made to-date and next steps. Some of the items discussed as follows:

- Land Acknowledgement
 - Progress has been made; Members to review guidance documents in advance of the next meeting.
- Communications & Promotion - Next Steps
 - Pause building the WDC web page until the Growth Action Plan has been developed, the plan will help inform strategic marketing and branding.
 - Build a more robust relationship with the City's overall growth strategy.

MOVED BY: Warren Philp

SECONDED BY: Councillor Andrew Foulds

WITH RESPECT to the WDC Focused Action Plan, Engage in Strategic Direction pillar, we recommend,

THAT the following goal be added for 2025:

"Align the goals of the Waterfront Development Committee with the City of Thunder Bay's Growth Plan."

CARRIED

12. 2025 Meeting Schedule

Discussion was held relative to the 2025 Meeting Schedule.

It was the consensus of the Committee to schedule meetings of the WDC on the 3rd Tuesday of each month, in the McNaughton Room, from 4 p.m. to 5:30 p.m., except for July, August and December, where available.

13. New Business

At the November 18, 2024 Committee of the Whole meeting, Councillor Andrew Foulds Chair - Waterfront Development Committee presented a Motion, which failed, requesting one time funding to advance further development initiatives, and to advocate for additional funding from other levels of government to support the WDC Action Plan 2024-2026.

Discussion was held relative to the above noted.

It was the consensus of the Committee that the Motion as contained in the Memorandum from Councillor Andrew Foulds, Chair - Waterfront Development Committee, dated September 9, be referred to the Budget process during ratification of the November 18, 2024 Committee of the Whole Minutes at the upcoming November 25, 2024 City Council meeting.

14. Adjournment

The meeting adjourned at 5:59 p.m.

Corporate Report

REPORT NUMBER 031-2025-Infrastructure & Operations-Parks & Open Spaces	
DATE PREPARED	January 21, 2025
FILE	
MEETING DATE	February 10, 2025
SUBJECT	Report Back - Feasibility of Including Pets in Cemeteries

RECOMMENDATION

WITH RESPECT to Report 31-2025 – Infrastructure & Operations – Parks & Open Spaces, we recommend that Outstanding Item 2024-101-INO be removed from the Outstanding List;

AND THAT any necessary by-laws be presented to City Council for ratification.

LINK TO STRATEGIC PLAN

Sustainability – Plan and deliver cost-effective services at a level we can sustain.

EXECUTIVE SUMMARY

Administration has determined that policy within the Bereavement Authority of Ontario (BAO) does provide options for the burial of cremated pet remains within cemeteries. However, this cannot be applied retroactively to existing cemetery lands unless a separate designated area is defined authorizing this activity prior to development.

Currently the available land at the City of Thunder Bay Cemetery operations is very limited and would not be sufficient to create a designated area. Therefore, Administration has determined it is not feasible to offer cemetery pet burial services at this time.

DISCUSSION

At the June 3, 2024 City Council meeting Administration was directed to review the feasibility of including pet burials in City cemeteries.

Administration has determined that policy within the Bereavement Authority of Ontario (BAO) does provide options for the burial of cremated pet remains within cemeteries. However, permission to include pets cannot be applied retroactively to existing cemeteries unless a separate designated area can be defined which permits this activity prior to developing that portion of the cemetery.

Currently the available land at the City of Thunder Bay Cemetery is very limited, with an estimate of 7-10 years capacity remaining at current usage levels. Therefore, Administration has determined it is not feasible to offer burial of pet remains at this time, but it could be considered if cemetery operations are expanded in the future.

Municipalities are not obligated to expand cemeteries to create continued capacity for additional burials. As the cemetery approaches full capacity Administration will evaluate potential expansion options to inform recommendations to Council regarding long term cemetery operations and service levels.

FINANCIAL IMPLICATION

There are no financial implications associated with this report.

CONCLUSION

Administration has determined it is not feasible to offer pet burial services at this time.

BACKGROUND

At the May 22, 2024 Committee of the Whole, By-law 116-2024, Cemetery By-law, was approved and presented to City Council for ratification on June 3, 2024;

On June 3, 2024 the resolution was amended and Administration was directed to review the feasibility of including pet burials in cemeteries and report back.

REPORT PREPARED BY

Cory Halvorsen, Manager – Parks & Open Spaces

REPORT SIGNED AND VERIFIED BY

Kayla Dixon, Commissioner Infrastructure & Operations

January 28, 2025

Corporate Report

REPORT NUMBER 038-2025-Infrastructure & Operations-Environment

DATE

PREPARED

January 27, 2025

FILE

MEETING DATE

February 10, 2025

SUBJECT

Dewatered Sludge, Grit Haul and Dumping of Landfill Bins
Contract Award

RECOMMENDATION

WITH RESPECT to Report 038-2025-Infrastructure & Operations-Environment, we recommend that the contract for the Dewatered Sludge and Grit Haul and Dumping of Landfill Bins, in the amount of \$823,946.96 (inclusive of HST), for a period of one (1) year with two (2) one-year renewal options, be awarded to Curbside Collection;

AND THAT the amount shown is based on estimated quantities; final payment for this Contract will be based on measured quantities for the complete work and may be higher than the tender value;

AND THAT the Commissioner of Infrastructure & Operations report any circumstances to City Council should significant variation in the contract quantities occur;

AND THAT the Mayor and Clerk be authorized to sign any necessary agreements related to this Report;

AND THAT any necessary by-laws be presented to City Council for ratification.

EXECUTIVE SUMMARY

The City of Thunder Bay Atlantic Avenue Water Pollution Control Plant utilizes contracted services to haul dewatered sludge and grit from the Water Pollution Control Plant (WPCP) to the City of Thunder Bay Solid Waste and Recycling Facility (SWRF). The SWRF utilizes contract services to load, empty and replace landfill bulky waste bins on site.

A Request for Tender (RFT) for the bin haul services was advertised on Bids and Tenders. Two bids were received.

The WPCP rate supported operating budget and the SWRF operating budget include sufficient funding for this contract on an annual basis.

Administration recommends that the contract be awarded to the lowest bidder, Curbside Collection. As this RFT closed prior to the amended Supply Management Purchasing By-Law, and the total cost of the contract, including option years, is greater than \$500,000, Council approval is required prior to awarding the contract.

DISCUSSION

As a result of the call for tenders on October 10, 2024, two (2) compliant responses, as listed below, were received for the sludge and grit haul from the WPCP to the SWRF.

The tender costs do not include the applicable HST.

Contractor	Tender Opening Bid
Curbside Collection	\$729,156.60
Waste Connections of Canada	\$824,880.00

The tender cost represents contract services for one (1) year, with two (2) one (1)-year renewal options on mutual agreement by both parties.

The WPCP requires services to haul the dewatered sludge and grit from the WPCP to the SWRF. The SWRF requires the service of a waste roll-off truck to load large bulky waste bins on site when full, transport to the landfill tipping face, and then return the empty bins. The City of Thunder Bay does not have the resources or equipment to perform these services.

Curbside Collection submitted the lowest tender for this contract. This company has over five (5) years of experience at the WPCP providing these services.

This tender was advertised prior to the new Supply Management By-law which was approved by Council on November 4, 2024, therefore the full procurement needs to follow the By-law in affect at the time. In accordance with Section 4.10 of the Supply Management By-law No. 113-2011, when an acquisition has a value of \$500,000 or more, a report must be submitted to City Council prior to the Contract award.

FINANCIAL IMPLICATION

The recommended bid is within the available operating budget for the WPCP and the SWRF.

Contract price sludge and grit haul	\$641,289.60
Contract price load, empty and replace landfill bins	<u>\$ 87,867.00</u>

Sub-Total	\$729,156.60
HST	\$ 94,790.36
Total cost	\$823,946.96

CONCLUSION

It is concluded that the contract to purchase dewatered sludge and grit haul services for the WPCP should be awarded to Curbside Collection.

BACKGROUND

The WPCP generates solid waste and grit as byproducts of the treatment process. Solid waste, such as sludge, and grit, which includes sand, gravel, and other inorganic materials, are removed during primary and secondary treatment stages. These materials are not suitable for further treatment within the plant and must be properly disposed of to comply with environmental regulations. A waste hauler is required to transport these materials to a landfill, ensuring safe, efficient, and environmentally compliant disposal. This service helps maintain the plant's operational efficiency and adherence to waste management standards.

REFERENCE MATERIAL ATTACHED

None.

REPORT PREPARED BY

Lindsay Menard, WPCP Superintendent – Environment

REPORT SIGNED AND VERIFIED BY

Kayla Dixon, Commissioner Infrastructure & Operations

January 30, 2025



Memorandum

TO: Krista Power, City Clerk **FILE:**

FROM: Matthew Miedema, Director-Engineering
Infrastructure & Operations

DATE: 23/12/2024

SUBJECT: Engineering Construction Contract Summary

**MEETING &
DATE:** Committee of the Whole – 10/02/2025

Please find attached an updated Construction Contract Summary listing all projects administered by Engineering from 2001 to 2024 showing the variance between the original contract award price and final contract cost.

The attached spreadsheet indicates that in this time a total of \$684.2 million in work has been awarded and has come in \$7.2 million under budget overall. Out of the 317 contracts administered by Engineering, 243 were completed under budget.

Looking at the past 10-year period from 2015 to 2024, a total of \$286.2 million in work has been awarded and has come in \$1.8 million under budget.

Please note that some 2024 projects are still in progress or final invoicing is outstanding. These final costs will be reported in future summaries.

Regards

Matthew Miedema, P.Eng.

Attachment A: 2001 to 2024 Contract (Construction) Variance Spreadsheet

CC: John Collin – City Manager
Kayla Dixon – Commissioner – Infrastructure & Operations

Construction Contract Summary - 2001 to 2024

Contract Number	Description	Contract Award Price (GST/HST Extra)	Projected/Final Contract Price	Price Variation Award vs Final	Variation Percent	Status	Comment
1-2001	WPCP-Secondary Treatment					Not Tendered	
2-2001	Asphalt Surface Rehabilitation	2,362,706.10	2,365,721.23	-3,015.13	-0.13%	Complete	
3-2001	McKellar Lift Bridge- Second Vehicle Lane	536,748.00	513,022.00	23,726.00	4.42%	Complete	
4-2001	Hot in Place recycling	462,255.30	441,973.48	20,281.82	4.39%	Complete	
5-2001	Road and Sewer Const- Margaret, Simpson, Waverly, Park	1,641,384.50	1,752,887.59	-111,503.09	-6.79%	Complete	one block sewer& paving added(Simpson st)-see report 2002.112
6-2001	Sidewalks, Traffic signals, Busbays	610,002.82	596,730.36	13,272.46	2.18%	Complete	
7-2001	Victoriaville Watermain replacement	586,360.00	612,530.16	-26,170.16	-4.46%	Complete	quantity variations-see report 2001.327
8-2001	Watermain Const-Hwy 61, Mountain,Hazelwood	2,188,659.86	1,861,715.10	326,944.76	14.94%	Complete	Mapleward Rd wm LI did not proceed
9-2001	Dawson Road Reconstruction-Stage II	1,810,475.97	1,872,157.77	-61,681.80	-3.41%	Complete	quantity variations-see report 2003.055
10-2001	Miscellaneous Sewer and water	936,756.11	828,784.32	107,971.79	11.53%	Complete	
11-2001	WPCP-DAF Equipment	45,566.87	45,566.87	N/A		Reassigned	Original contract novated to Contract 1, 2002
12-2001	WPCP-Influent Pumps and Equipment	51,367.90	51,367.90	N/A		Reassigned	Original contract novated to Contract 1, 2002
13-2001							NOT USED
14-2001	Pioneer Ridge Building Envelope Retrofit					Not T&W's	
15-2001	WPCP-VFD Equipment	147,937.32	289,541.52	-141,604.20	-95.72%	Complete	
16-2001	WPCP-Secondary Sewage Treatment Facilities	80,820.00	99,574.49	-18,754.49	-23.21%	Complete	
17-2001	110th Ave (Island Drive)Bridge	10,137,214.00	9,655,296.20	481,917.80	4.75%	Complete	
18-2001	Rehabilitation of Sanitary Sewers	435,123.53	461,525.21	-26,401.68	-6.07%	Complete	added sewer repairs-see report 2002.080
19-2001	WPCP-Transient Voltage Surge Equipment	87,662.52	90,540.02	-2,877.50	-3.28%	Complete	
1-2002	Pollution Prevention Control Plant	60,831,775.70	59,060,141.75	1,771,633.95	2.91%	Complete	added Nitrification and 5KV-see report 2004.086 added Contingency see report 2003.226,2005.192 and 2006.148
2-2002	Asphalt Surface Rehabilitation	2,133,769.67	2,202,200.14	-68,430.47	-3.21%	Complete	quantity variations-see report 2003.008
3-2002	Asphalt Hot In Place Recycling Program	494,811.00	447,028.31	47,782.69	9.66%	Complete	
4-2002	Sidewalk Replacements and Traffic Signals	494,050.50	794,526.44	-300,475.94	-60.82%	Complete	Carrick& Harbour intersection added-see report 2002.256
5-2002	Miscellaneous Sewer and Watermain Construction	746,415.10	554,531.56	191,883.54	25.71%	Complete	Mapleward Road LI watermain deleted
6-2002	Simpson Street Bridge	2,189,091.00	2,313,320.46	-124,229.46	-5.67%	Complete	Temporary bridge added-see report 2002.320
7-2002	Water/Storm/Sanitary Separation-Edward St Area-Stage VI	735,985.00	682,028.00	53,957.00	7.33%	Complete	
8-2002	Hazelwood Water Storage Tank	1,994,000.00	1,951,631.00	42,369.00	2.12%	Complete	
9-2002	Neebing Avenue & Eleventh Avenue Road Reconstruction	1,532,955.06	1,602,016.43	-69,061.37	-4.51%	Complete	quantity variations-see report 2004.016
10-2002	Cleaning & Cement Mortar Lining of Cast Iron Watermains	1,023,745.00	942,447.00	81,298.00	7.94%	Complete	
11-2002	Rupert Street Storm Sewer - Stage II	303,191.87	289,301.85	13,890.02	4.58%	Complete	
12-2002	Rehabilitation of Sanitary Sewers	403,810.00	347,987.49	55,822.51	13.82%	Complete	
13-2002							NOT USED
14-2002	John St Landfill Leachate Collection System Upgrades	320,800.00	353,480.03	-32,680.03	-10.19%	Complete	Secondary drains added-see report 2003.245
1-2003	Cumberland St Bridge over the Current River Rehabilitation	1,443,275.00	1,414,303.30	28,971.70	2.01%	Complete	
2-2003	Asphalt Surface Rehabilitation	2,543,338.25	2,440,543.52	102,794.73	4.04%	Complete	lein payments made to others
3-2003	Cleaning & Cement Mortar Lining of Cast Iron Watermains	1,134,510.00	964,347.87	170,162.13	15.00%	Complete	
4-2003	Sewer and Watermain Construction	1,709,441.00	1,643,031.12	66,409.88	3.88%	Complete	
5-2003	Bascule Bridge Demolition	888,000.00	794,289.79	93,710.21	10.55%	Complete	
6-2003	Sidewalk Replacement, Street Lighting & Local Improvement	1,070,194.96	1,087,520.10	-17,325.14	-1.62%	Complete	quantity variations- see report 2005.002
7-2003	Asphalt Hot In Place Recycling Program	487,602.00	486,954.86	647.14	0.13%	Complete	lein payments made to others, pending deficiency correction
8-2003	Oliver Road Reconstruction	1,268,333.90	1,320,471.41	-52,137.51	-4.11%	Complete	quantity variations-see report 2004.062
9-2003	Sewer and Watermain Construction - McKellar Ward	728,493.50	764,479.24	-35,985.74	-4.94%	Complete	quantity variations-see report 2004.061
10-2003	East End Infrastructure Improvements	732,563.00	718,456.22	14,106.78	1.93%	Complete	
11-2003	Broadway Avenue Booster Pumping Station	1,345,794.39	1,312,443.21	33,351.18	2.48%	Complete	
12-2003	Golf Links Sanitary Sewer Extension	397,590.00	389,881.50	7,708.50	1.94%	Complete	
13-2003							NOT USED
14-2003	Rehabilitation of Sanitary Sewers	512,314.00	452,975.20	59,338.80	11.58%	Complete	
15-2003	Bare Point Water Treatment Plant Upgrade	46,907,219.98	46,237,749.09	669,470.89	1.43%	Complete	elevator,high lift pump,fencing added-see report 2005.005 Cont added- Report 2006.147, Mediation Settlement 2007ER.009

16-2003	Cathodic Protection Watermains	238,500.00	274,947.00	-36,447.00	-15.28%	Complete	PO extended by MM authority
17-2004	Arthur Street Reconstruction	1,419,141.77	1,426,734.53	-7,592.76	-0.54%	Complete	various extra contract items-see report 2004.245
1-2004	Asphalt Surface Rehabilitation	1,571,747.90	1,574,555.85	-2,807.95	-0.18%	Complete	
2-2004	Van Norman Street Reconstruction	913,665.00	871,681.10	41,983.90	4.60%	Complete	
3-2004	6th Ave Overpass Reconstruction	1,263,825.20	1,193,316.55	70,508.65	5.58%	Complete	
4-2004	Southward Storm Sewer	970,960.00	1,035,310.38	-64,350.38	-6.63%	Complete	Harold st added (storm, s/w, paving) -see report 2005.058
5-2004	Bay Street area Reconstruction	1,298,318.60	1,310,971.84	-12,653.24	-0.97%	Complete	Trees added,spall s/w repair
6-2004	Sidewalk Replacements and Traffic Signals	712,113.00	604,422.55	107,690.45	15.12%	Complete	
7-2004	Edward/Tarbutt Stage VII Storm Separation	512,135.00	465,766.72	46,368.28	9.05%	Complete	
8-2004	Low Lift Pump	357,119.52	114,901.68	242,217.84	67.83%	Complete	Accessory equipment prepurchased by City-deleted from contract
9-2004	East End Stage IV Storm Separation	398,025.00	378,621.35	19,403.65	4.87%	Complete	
10-2004	Hot in Place Asphalt Surface Rehabilitation	325,825.98	296,861.31	28,964.67	8.89%	Complete	
11-2004	Rockcliff Reservoir	10,364,000.00	10,668,804.84	-304,804.84	-2.94%	Complete	Contingency added-See Reports 2006.050 & 2006.142
12-2004	Oliver Road Reconstruction (Stage II)	1,193,551.90	1,105,949.80	87,602.10	7.34%	Complete	Top paving lift deferred pending Flying J
13-2004							NOT USED
14-2004	Rehabilitation of Sanitary sewers	475,209.47	385,289.00	89,920.47	18.92%	Complete	
15-2004	Kaministiquia River watermain Crossing @Hwy 61	929,375.25	929,375.25	0.00	0.00%	Complete	Lump Sum contract
16-2004	Hazelwood Drain	189,790.00	184,273.96	5,516.04	2.91%	Complete	
17-2004	CSO Regulator Replacement	126,915.00	118,224.00	8,691.00	6.85%	Complete	Awarded by PO
18-2004	Hwy 61 Rockcliff Reservoir Water Supply	3,069,651.25	2,925,277.70	144,373.55	4.70%	Complete	
1-2005	Asphalt Surface Rehabilitation	1,823,190.80	1,896,551.79	-73,360.99	-4.02%	Complete	quantity variations see Report 2006.014
2-2005	Golf Links Trunk sewer Stage II	769,060.60	767,265.30	1,795.30	0.23%	Complete	
3-2005	Cement Mortar Lining	1,385,446.90	1,383,246.00	2,200.90	0.16%	Complete	
4-2005	Edward/Tarbutt- Storm Sewer Separation- Stage IX	1,482,245.00	1,482,245.00	0.00	0.00%	Complete	
5-2005	Supply and Commiss of Ultra Violet Light Disinfection Equip					Not Tendered	
6-2005	Supply and Commissioning of Cogeneration Equip					Not Tendered	
7-2005	Dawson Street & Camelot Street Reconstruction	1,445,219.60	1,341,119.53	104,100.07	7.20%	Complete	
8-2005	James Street @ Kaministiquia River Watermain Crossing	891,400.00	847,409.49	43,990.51	4.93%	Complete	
9-2005	Sidewalks and Traffic Signals	778,828.50	665,478.41	113,350.09	14.55%	Complete	
10-2005	Watermain Replacement	1,569,627.00	1,564,606.97	5,020.03	0.32%	Complete	
11-2005	Syndicate Avenue Reconstruction	2,903,538.70	2,817,598.05	85,940.65	2.96%	Complete	Additional block added- see Report 2006.078
12-2005	Storm Sewer Construction	570,297.50	543,689.94	26,607.56	4.67%	Complete	
13-2005							NOT USED
14-2005	Fire Protection Upgrades- Various Buildings	268,260.20	261,613.00	6,647.20	2.48%	Complete	
1-2006	Asphalt Surface Rehabilitation	1,793,402.06	1,674,882.11	118,519.95	6.61%	Complete	
2-2006	Sidewalks and Traffic Signals	1,034,654.00	1,043,923.23	-9,269.23	-0.90%	Complete	quantity variations- see report 2007.045
3-2006	Westfort storm Sewers	1,121,379.50	1,119,994.70	1,384.80	0.12%	Complete	
4-2006	Sewer and Water Replacement	2,559,402.00	2,531,447.98	27,954.02	1.09%	Complete	
5-2006	CSO Outfall Gate Replacement	243,400.00	226,599.94	16,800.06	6.90%	Complete	
6-2006	Storm sewer Construction	1,346,560.50	1,297,382.85	49,177.65	3.65%	Complete	
7-2006	John St Landfill- Waste Transfer Equipment	292,385.78	0.00			Assigned	Contract assigned to Cont 9, 2007 as per novation agreement
8-2006	John St Landfill- Weigh Scales	218,977.57	0.00			Assigned	Contract assigned to Cont 9, 2007 as per novation agreement
9-2006	Watermain Replacement	1,143,165.00	1,027,317.50	115,847.50	10.13%	Complete	
10-2006	John St Landfill -Vehicle Wash Equipment	172,332.56	17,273.49	155,059.07	89.98%	Cancelled	Contract cancelled-settlement costs posted
11-2006	Vickers street Bridge Rehabilitation	1,113,213.00	1,136,188.03	-22,975.03	-2.06%	Complete	Quantity variations-see Report 2007.152
12-2006	Asphalt Surface Rehabilitation-Extended program	4,041,073.05	4,094,303.83	-53,230.78	-1.32%	Complete	Albany wm 2007.042,Clavet st added 2007.127,quant var 2008.005
13-2006							NOT USED
14-2006	Rehabilitation of Sanitary Sewers	570,000.00	433,737.92	136,262.08	23.91%	Complete	
15-2006	Broadway Avenue Realignment	1,418,085.75	1,453,768.69	-35,682.94	-2.52%	Complete	Quantity Variations-see Report 2008.164
16-2006	Oliver Road Reconstruction	2,422,455.79	2,723,179.20	-300,723.41	-12.41%	Complete	Quantity Variations-see Report 2007.007
17-2006	Intercity Drainage Phase I	2,455,723.20	2,428,269.93	27,453.27	1.12%	Complete	
18-2006	Atlantic Ave WPCP-Supply of UV Disinfection Equip	62,523.36	62,523.36			Reassigned	Original amount revised through novation to Contact 7, 2007
19-2006	Atlantic Ave WPCP-Supply of Biogas Cogeneration Equip	679,972.85	679,972.85			Reassigned	Original amount revised through novation to Contact 7, 2007
1-2007	Asphalt Surface Rehabilitation	3,872,862.43	3,829,538.36	43,324.07	1.12%	Complete	
2-2007	Sidewalks and Street Lighting	601,345.30	566,838.18	34,507.12	5.74%	Complete	
3-2007	Watermain Relining	1,329,680.00	1,323,599.00	6,081.00	0.46%	Complete	

4-2007	May Street Reconstruction	2,344,901.90	2,392,311.40	-47,409.50	-2.02%	Complete	Quantity Variations-see Report 2008.036
5-2007	Ontario Street and Van Norman Street Reconstruction	2,239,514.45	2,240,932.00	-1,417.55	-0.06%	Complete	
6-2007	Sewer and Watermain Replacement	845,541.00	793,490.00	52,051.00	6.16%	Complete	
7-2007	Atlantic Ave WPCP-UV & Cogen Construction	9,134,620.43	9,113,307.44	21,312.99	0.23%	Complete	Original Contract Price adjusted by novation payments
8-2007	Red River Road Reconstruction	1,512,970.00	1,536,582.10	-23,612.10	-1.56%	Complete	Quantity variations-see Report 2008.032
9-2007	John Street Landfill Site-New Entrance Facilities,Site Prep	4,456,436.93	4,760,579.81	-304,142.88	-6.82%	Complete	Contract Extension Report 2008.044,Quantity variation Report 2009.047
10-2007	John Street Construction	1,966,487.00	2,328,496.26	-362,009.26	-18.41%	Complete	Quantity variations-see report 2009.026
11-2007	Intercity Drainage Phase II	2,087,382.20	2,047,000.00	40,382.20	1.93%	Complete	
12-2007	John Street Landfill-East Cell Expansion	637,350.00	726,707.15	-89,357.15	-14.02%	Complete	Quantity Variations- see Report 2009.072
1-2008	Asphalt Surface Rehabilitation	3,222,178.50	3,096,507.00	125,671.50	3.90%	Complete	
2-2008	Sidewalks and Street lighting	784,773.80	782,963.05	1,810.75	0.23%	Complete	
3-2008	Rockwood Ave, Pearl St, Brown/Moodie	1,787,750.00	1,720,899.43	66,850.57	3.74%	Complete	
4-2008	Sewer and Water Replacement	1,655,094.00	1,624,776.10	30,317.90	1.83%	Complete	
5-2008	Sewer and Water Replacement 2	2,008,000.00	1,904,565.81	103,434.19	5.15%	Complete	
6-2008	Asphalt Surface Rehabilitation 2	3,021,068.69	3,246,933.02	-225,864.33	-7.48%	Complete	Quantity Variations-see Report 2009.028
7-2008	Cathodic Protection Watermains	216,940.00	179,220.00	37,720.00	17.39%	Complete	
8-2008	Belrose Bridge Replacement	915,590.00	899,921.09	15,668.91	1.71%	Complete	
9-2008	Rehabilitation of Sanitary Sewers	336,801.00	227,848.00	108,953.00	32.35%	Complete	
10-2008	Mapleward Road Culvert Installation	306,566.50	292,611.92	13,954.58	4.55%	Complete	
11-2008	Harbour Expressway Bridge Rehabilitation	1,192,651.00	1,191,149.92	1,501.08	0.13%	Complete	
12-2008	Main street Bridge-Pin Cap Repairs	29,034.00	29,034.00	0.00	0.00%	Complete	Lump Sum Contract
1-2009	Asphalt Surface Rehabilitation	3,076,153.75	2,945,644.69	130,509.06	4.24%	Complete	
2-2009	Sidewalks and Streetlighting	923,556.75	923,549.45	7.30	0.00%	Complete	PO extended with GM approval
3-2009	Sewer and Watermain Replacement	1,874,657.00	1,919,891.29	-45,234.29	-2.41%	Complete	Contract Variation Report 2010.167
4-2009	Road and Storm Sewer	2,742,633.20	2,615,573.81	127,059.39	4.63%	Complete	Contract Extension Report 2010.041- Arthur st asphalt
5-2009	Sewer and Watermain Replacement II	1,824,886.20	1,824,861.61	24.59	0.00%	Complete	
6-2009	Asphalt Surface Rehabilitation II	3,029,611.50	2,870,002.61	159,608.89	5.27%	Complete	
7-2009	Lisgar Street Reconstruction	786,965.15	760,000.00	26,965.15	3.43%	Complete	Contract Extension Report 2010.040-extra landscaping
8-2009	John Street Landfill- Landfill Gas Collection and Abstr Plant	3,451,560.36	3,547,398.70	-95,838.34	-2.78%	Complete	Contract Variation Report 2010.050
9-2009	Intercity Drainage- Phase III	1,029,983.48	1,029,983.48	0.00	0.00%	Complete	
10-2009	Darrel Ave- Watermain Replacement					Tender Postponed	
11-2009	Balmoral Street Bridge Rehabilitation	1,404,767.80	1,384,606.95	20,160.85	1.44%	Complete	
1-2010	Asphalt Surface Rehabilitation	3,412,326.05	3,294,078.65	118,247.40	3.47%	Complete	
2-2010	Sidewalks and Street Lighting	902,304.90	895,147.43	7,157.47	0.79%	Complete	
3-2010	Sewer and Watermain Replacement-North	1,661,440.00	1,509,720.81	151,719.19	9.13%	Complete	
4-2010	Sewer and Water Replacement-1	1,639,460.00	1,596,005.83	43,454.17	2.65%	Complete	
5-2010	Sewer and Water Replacement -II	1,867,555.00	1,865,779.30	1,775.70	0.10%	Complete	
6-2010	Rosslyn Road and Mountdale Avenue Reconstruction	2,236,755.50	2,200,865.84	35,889.66	1.60%	Complete	Contract extension report 2011.038-reinststate original tender limits
7-2010	Marks Street Siphon	238,250.00	237,470.00	780.00	0.33%	Complete	
8-2010	Duke Street Pumping Station	632,319.05	581,941.48	50,377.57	7.97%	Complete	
9-2010	Innovation Drive and Premier Way Extensions	1,345,844.10	1,560,502.95	-214,658.85	-15.95%	Complete	Contract variation report 2011.103
10-2010	Darrel Avenue- Watermain Replacement	567,800.00	531,184.87	36,615.13	6.45%	Complete	
11-2010	May Street Bridge Rehabilitation	939,091.00	872,018.33	67,072.67	7.14%	Complete	
12-2010	Ada Ave/Hazelwood Drive Culvert Replacements	109,818.00	97,276.00	12,542.00	11.42%	Complete	
14-2010	Sanitary Sewer Rehabilitation	419,390.00	361,952.30	57,437.70	13.70%	Complete	
15-2010	Island Drive Watermain Looping	1,272,600.00	1,272,600.00	0.00	0.00%	Complete	
1-2011	Asphalt Surface Rehabilitation	3,713,996.56	3,719,036.90	-5,040.34	-0.14%	Complete	
2-2011	Sidewalks and Streetlighting	1,179,980.25	1,194,000.00	-14,019.75	-1.19%	Complete	GM approval obtained
3-2011	Sewer and Water Replacement-North	2,131,077.50	2,093,046.30	38,031.20	1.78%	Complete	
4-2011	S & W Replacement- North II & Pressure Zone Boundary	1,781,150.00	1,781,040.71	109.29	0.01%	Complete	
5-2011	Walsh Street Area Reconstruction	1,926,418.00	2,013,353.45	-86,935.45	-4.51%	Complete	Contract variation report 2012.001
6-2011	Algoma Street and Brodie Street Reconstruction	2,123,830.00	2,027,882.67	95,947.33	4.52%	Complete	
7-2011	Kam Tunnel Crossings					Tender Postponed	
8-2011	Cleaning and Cement Mortar Lining	1,458,300.00	1,456,115.00	2,185.00	0.15%	Complete	
9-2011	James Street Bridge	1,413,470.53	1,415,342.17	-1,871.64	-0.13%	Complete	Final contractor claim denied
10-2011	Landfill Capping of East Cell	2,312,400.00	2,342,800.52	-30,400.52	-1.31%	Complete	Contract variation report 2012.141

11-2011	Intersection Improvements Valley/Pioneer and Rosslyn Road	1,138,566.00	1,179,746.72	-41,180.72	-3.62%	Complete	Contract variation report 2012.002
1-2012	Asphalt Surface Rehabilitation	2,417,136.30	2,407,784.78	9,351.52	0.39%	Complete	
2-2012	Sidewalks, Streetlighting and Traffic Signal Installation	919,243.00	990,770.99	-71,527.99	-7.78%	Complete	Contract variation report 2012.178
3-2012	Sewer and Watermain Replacement- South 1	2,809,089.00	2,723,903.34	85,185.66	3.03%	Complete	
4-2012	Sewer and Watermain Replacemenr-South 2	1,356,586.50	1,356,514.05	72.45	0.01%	Complete	
5-2012	Asphalt Surface Rehabilitation-2	2,944,852.21	2,799,091.59	145,760.62	4.95%	Complete	Contract rpt 2012.126 &2013.102-Neebing ave watermain/LI san sewer
6-2012	Algoma Street Reconstruction	2,085,725.00	2,035,269.50	50,455.50	2.42%	Complete	
7-2012	South Core Courthouse Area- Street Reconstruction	1,887,994.18	1,860,233.57	27,760.61	1.47%	Complete	
8-2012	Cleaning and Cement Mortar Lining of Watermains	1,572,370.00	1,565,400.00	6,970.00	0.44%	Complete	
9-2012	Golf Links Reconstruction- Phase I					Tender Postponed	
10-2012	Victor Street watermain- River crossing	664,000.00	664,000.00	0.00	0.00%	Complete	
11-2012	Kam Tunnel watermain tie ins	262,584.00	218,263.50	44,320.50	16.88%	Complete	
12-2012	Erosion Protection of landfill East cell	189,219.50	189,219.50	0.00	0.00%	Complete	
14-2012	Rural Bridge Replacement	178,019.00	163,173.30	14,845.70	8.34%	Complete	
15-2012	Landfill Capping- Phase II	1,850,065.00	1,859,256.81	-9,191.81	-0.50%	Complete	GM approval obtained
16-2012	Paquette Road Bridge Replacement	395,664.93	317,495.07	78,169.86	19.76%	Complete	
17-2012	St Paul Street Reconstruction	487,526.73	442,412.28	45,114.45	9.25%	Complete	
1-2013	Asphalt Surface Rehabilitation	4,077,814.50	4,009,034.95	68,779.55	1.69%	Complete	
2-2013	Sidewalks, Street Lighting & Traffic Signal Installation	1,014,542.59	968,189.80	46,352.79	4.57%	Complete	
3-2013	Frederica Street and Waterloo Street Reconstruction	2,209,223.06	2,261,776.35	-52,553.29	-2.38%	Complete	Contract variation report 2014.001
4-2013	Sewer and Watermain Replacement I	1,589,143.50	1,585,496.18	3,647.32	0.23%	Complete	
5-2013	Asphalt Surface Rehabilitation -2	2,497,596.75	2,453,572.00	44,024.75	1.76%	Complete	
6-2013	Sewer and Watermain Replacement-2	1,464,409.00	1,464,263.95	145.05	0.01%	Complete	
7-2013	Golf Links Road/Junot Avenue Improvements-Stage I	6,096,856.38	6,953,918.35	-857,061.97	-14.06%	Complete	Contract variation report 2014.032
8-2013	Watermain Replacement- Beverly street	1,406,801.50	1,379,667.43	27,134.07	1.93%	Complete	
9-2013	Cement Mortar lining	1,199,670.00	1,186,444.00	13,226.00	1.10%	Complete	
10-2013	Bare Point Watermain-Phase I	1,071,180.00	1,071,154.69	25.31	0.00%	Complete	
11-2013	Northwood Storm Sewer & Watermain	1,083,310.70	952,437.60	130,873.10	12.08%	Complete	
12-2013	McKellar Island -Watermain river crossing	433,500.00	433,500.00	0.00	0.00%	Complete	
14-2013	Marina Park Pedestrian Overpass-Architechural Upgrade	358,431.14	359,763.52	-1,332.38	-0.37%	Complete	
15-2013	Cameron Street Bridge Reconstruction	1,184,871.00	1,200,954.00	-16,083.00	-1.36%	Complete	Contract variation report 2013.178
16-2013	Boulevard Lake Dam Rehabilitation					Tendered but not awarded	
17-2013	Cathodic Protection of Watermains	136,420.00	127,820.00	8,600.00	6.30%	Complete	
18-2013	Atlantic Ave WPCP-Headworks Bypass Channel	1,788,617.36	1,712,282.22	76,335.14	4.27%	Complete	
	Atlantic Ave WPCP-Diesel Fuel System Upgrade	501,358.83	501,358.83	0.00	0.00%	Complete	Contract extension awarded by Legal services
19-2013	Atlantic Ave WPCP- Turbo Blower Installation	1,498,915.23	1,506,836.73	-7,921.50	-0.53%	Complete	GM approval obtained
1-2014	Asphalt Surface Rehabilitation	3,324,305.55	2,998,981.65	325,323.90	9.79%	Complete	
2-2014	Sidewalks, Street Lighting & Traffic Signal Installation	1,224,333.07	1,110,258.81	114,074.26	9.32%	Complete	
3-2014	Arthur Street Area Reconstruction	2,152,495.51	2,078,327.15	74,168.36	3.45%	Complete	
4-2014	May Street Reconstruction-(Stage I)	1,966,498.00	1,919,425.14	47,072.86	2.39%	Complete	
5-2014	Asphalt Surface Rehabilitation 2	2,210,478.40	2,210,478.28	0.12	0.00%	Complete	
6-2014	Sewer & watermain Replacement 1	1,598,448.00	1,598,281.85	166.15	0.01%	Complete	
7-2014	Golf Links Road Reconstruction-Stage 2A	5,237,532.00	5,000,355.28	237,176.72	4.53%	Complete	
8-2014	Cement Mortar lining	1,370,900.00	1,370,900.00	0.00	0.00%	Complete	
9-2014	Sewer & Watermain II	1,944,878.00	1,884,571.34	60,306.66	3.10%	Complete	
10-2014	Northwood Relief Storm Sewer	1,268,115.00	1,238,759.78	29,355.22	2.31%	Complete	
11-2014	Sanitary Sewer Replacement					Tendered but not awarded	
12-2014	Valley Street Reconstruction	2,199,543.33	2,256,147.05	-56,603.72	-2.57%	Complete	Contract variation report 160/2015
14-2014	Golf Links Road- Pedestrian Bridges					Tendered but not awarded	
15-2014	Boulevard Lake Dam Rehabilitation					Tendered but not awarded	
16-2014	Extension to Existing East cell Landfill Gas Collection	346,975.00	325,475.00	21,500.00	6.20%	Complete	
17-2014	Rehabilitation of Court Steet Bridge	1,627,055.50	1,728,169.79	-101,114.29	-6.21%	Complete	Contract variation report R4/2015
1-2015	Asphalt Surface Rehabilitation	4,297,144.27	4,185,136.62	112,007.65	2.61%	Complete	
2-2015	Sidewalks & Traffic Signal Rehabilitation	1,345,223.38	1,308,077.55	37,145.83	2.76%	Complete	
3-2015	Mary street & Westfort Storm sewer Laterals	1,711,495.60	1,681,753.77	29,741.83	1.74%	Complete	
4-2015	May street Reconstruction-(Stage II)	2,358,696.50	2,329,993.00	28,703.50	1.22%	Complete	

5-2015	Asphalt Surface Rehabilitation 2	2,601,326.78	2,472,626.76	128,700.02	4.95%	Complete	
6-2015	Sewer & Water I	1,863,119.80	1,863,080.61	39.19	0.00%	Complete	
7-2015	Golf Links Road Reconstruction- Stage 2B	3,438,380.00	3,437,345.00	1,035.00	0.03%	Complete	
8-2015	Cleaning & Cement Mortar Lining of Cast Watermains	1,297,450.00	1,297,450.00	0.00	0.00%	Complete	
9-2015	Northwood- Watermain & Storm Sewer	1,853,274.00	1,708,109.83	145,164.17	7.83%	Complete	
10-2015	Cumberland Street Reconstruction					Tendered but not Awarded	
11-2015	Trunk Watermain Replacement- Parking lot to MacDougall	1,613,772.00	1,611,281.76	2,490.24	0.15%	Complete	
12-2015	Sanitary and Storm Sewer	1,873,400.50	1,712,796.00	160,604.50	8.57%	Complete	
14-2015	Boulevard Lake Dam Rehabilitation					Tendered but not Awarded	
15-2015	Watermain Connections-Victor st and Riverdale rd	163,785.00	161,892.00	1,893.00	1.16%	Complete	
16-2015	Chamberlain Pumping Station Upgrades	1,858,643.90	1,865,593.00	-6,949.10	-0.37%	Complete	Environment Director approved
17-2015	Cathodic Protection of Watermains	157,400.00	136,310.00	21,090.00	13.40%	Complete	
1-2016	Asphalt Surface Rehabilitation 1	3,036,142.00	2,920,138.57	116,003.43	3.82%	Complete	Report 50/2016 added streets for paving
2-2016	Sidewalks, Street Lighting and Traffic Signal Rehabilitation	859,523.15	815,407.12	44,116.03	5.13%	Complete	
3-2016	Cumberland Street Reconstruction	2,847,285.10	2,842,791.42	4,493.68	0.16%	Complete	
4-2016	Sewer and Water 1	2,578,482.00	2,576,752.14	1,729.86	0.07%	Complete	
5-2016	Asphalt Surface Rehabilitation II	2,696,761.57	2,695,577.19	1,184.38	0.04%	Complete	
6-2016	Sewer and Watermain- Westfort Ward Area	3,077,369.50	3,074,331.54	3,037.96	0.10%	Complete	
8-2016	Cement Mortar Lining	1,324,025.00	1,323,300.00	725.00	0.05%	Complete	
9-2016	Sewer and Water II	1,817,773.00	1,601,949.93	215,823.07	11.87%	Complete	
10-2016	Northwood Area Storm Sewer	1,371,233.00	1,371,789.64	-556.64	-0.04%	Complete	
11-2016	Balmoral Street Reconstruction-Phase 1	3,563,741.70	3,561,199.17	2,542.53	0.07%	Complete	
12-2016	Pressure Zone Conversion-Sewer and Water III	377,955.00	377,955.00	0.00	0.00%	Complete	
14-2016	Thunder Bay Waterfront- South of Pearl st Parking Lot	1,439,470.80	1,526,364.42	-86,893.62	-6.04%	Complete	Report 45/2018-quantity variations & extra work
15-2016	Landfill Gas Extension	321,659.00	371,304.87	-49,645.87	-15.43%	Complete	Emergency valve repair added cost
1-2017	Asphalt Surface Rehabilitation I	4,323,505.25	3,843,972.02	479,533.23	11.09%	Complete	
2-2017	Sidewalks and Trails	1,106,467.25	1,006,422.00	100,045.25	9.04%	Complete	
3-2017	Court and Banning street Reconstruction	2,438,247.50	2,229,367.15	208,880.35	8.57%	Complete	
4-2017	Sewer and Water Replacement I	1,196,648.55	1,118,896.42	77,752.13	6.50%	Complete	
5-2017	Asphalt Surface Rehabilitation II	3,360,383.25	3,276,330.12	84,053.13	2.50%	Complete	
6-2017	Crescent Ave Reconstruction and Empress Ave Storm Relief	1,943,634.00	2,441,182.47	-497,548.47	-25.60%	Complete	Storm sewer extended limits & quantity varations- see report 106/2018
7-2017	High Street Retaining Wall	2,144,740.00	2,263,228.19	-118,488.19	-5.52%	Complete	GM Finace approved-lame duck Council
8-2017	Cleaning and Cement Mortar Lining of Cast Iron Watermains	1,319,700.00	1,319,185.00	515.00	0.04%	Complete	
9-2017	Central Ave and First ave Watermain Replacement	1,149,283.00	1,098,926.09	50,356.91	4.38%	Complete	
10-2017	McKellar Ward Road Construction and Storm Separation	3,864,705.00	3,700,453.31	164,251.69	4.25%	Complete	
11-2017	Cathodic Protection	134,700.00	159,050.00	-24,350.00	-18.08%	Complete	Surplus water rate funds transfered from previous year (2015) contract
12-2017	Northwood Area Storm Sewer	2,095,391.00	2,110,410.01	-15,019.01	-0.72%	Complete	Final price amended by Rate Stabilization account resolution
14-2017	Wardrop Ave Reconstruction	1,157,955.20	1,157,955.20	0.00	0.00%	Complete	
15-2017	Green Infrastructure- Low Impact Development Facilities					Tender Postponed	
16-2017	Black Bay Road- Trunk Watermain	877,140.00	864,370.24	12,769.76	1.46%	Complete	
17-2017	Waterfront Habitat Pond-Storm Water Treatment					Tendered but not Awarded	
18-2017	Briarwood Drive Culvert Replacement	470,792.00	487,187.50	-16,395.50	-3.48%	Complete	GM approved-no report submitted
1-2018	Asphalt Surface Rehabilitation 1	3,643,231.70	3,332,602.94	310,628.76	8.53%	Complete	
2-2018	Sidewalks and Traffic Control	720,500.01	687,656.66	32,843.35	4.56%	Complete	Oliver rd sidewalk did not proceed
3-2018	Edward Street and Court Street Reconstruction	1,855,926.25	1,695,937.72	159,988.53	8.62%	Complete	
4-2018	Storm Sewer Separation	1,533,333.70	1,493,796.99	39,536.71	2.58%	Complete	
5-2018	Asphalt Surface Rehabilitation II	2,425,470.00	2,344,079.57	81,390.43	3.36%	Complete	
6-2018	Empress Avenue Reconstruction- Phase II					Tendered but not Awarded	
7-2018	Main Street Bridge Rehabilitation	4,925,103.00	4,848,688.25	76,414.75	1.55%	Complete	
8-2018	Cleaning and Cement Mortar Lining of Cast Iron watermains	1,413,050.00	1,412,928.15	121.85	0.01%	Complete	
9-2018	Sewer and Water	1,919,980.50	1,918,223.83	1,756.67	0.09%	Complete	
10-2018	Cathodic Protection					Tender postponed	
11-2018	Marion Street Trunk Watermain Replacement					Tender postponed	
12-2018	Green Infastructure Stormwater Faciliites					Tender postponed	
14-2018	Intercity Priority Storm Sewer					Tender postponed	
15-2018	Thunder Bay Waterfront Site Development	1,413,186.00	1,274,732.33	138,453.67	9.80%	Complete	

16-2018	Marina Market Square Parking area & Drainage Improvements						Tender postponed
18-2018	Bare Point Road Reconstruction	153,712.70	131,650.85	22,061.85	14.35%	Complete	
1-2019	Asphalt Surface Rehabilitation I	3,761,783.83	3,678,477.46	83,306.37	2.21%	Complete	
2-2019	Sidewalks and Traffic Control	785,299.23	791,906.01	-6,606.78	-0.84%	Complete	GM approved-no report submitted
3-2019	Watermain Replacement Reconstruction	2,222,899.50	2,106,219.29	116,680.21	5.25%	Complete	
4-2019	Syndicate Avenue Storm Sewer and Watermain	1,685,356.00	1,669,365.10	15,990.90	0.95%	Complete	
5-2019	Asphalt Rehabilitation II	2,633,875.00	2,527,059.61	106,815.39	4.06%	Complete	
6-2019	Empress Avenue Reconstruction- Phase II	2,346,028.50	2,141,188.23	204,840.27	8.73%	Complete	
7-2019	Golf Links/Junot Avenue Improvements-Stage III	3,579,398.90	3,300,011.76	279,387.14	7.81%	Complete	
8-2019	Cleaning and Cement mortar lining of Cast iron watermains	1,787,550.00	1,786,185.00	1,365.00	0.08%	Complete	
9-2019	Storm Sewer Separation	1,522,939.75	1,521,215.38	1,724.37	0.11%	Complete	
10-2019	Green Infrastructure/Stormwater Facilites						Tender Postponed
11-2019	Boulevard Lake Dam Rehabilitation						Tender Postponed- carry forward to 2020
12-2019	Landfill Leachate Collection-East Cell Extension- Phase I	885,188.50	788,373.76	96,814.74	10.94%	Complete	
1-2020	Asphalt Surface Rehabilitation I	4,201,573.75	4,040,726.85	160,846.90	3.83%	Complete	
2-2020	Sidewalks and Traffic Control	1,263,288.50	1,220,307.50	42,981.00	3.40%	Complete	County Blvd s/w removed from contract and deferred to 2021
3-2020	Sewer and Water II	3,107,213.00	3,059,000.69	48,212.31	1.55%	Complete	
4-2020	Syndicate Avenue and Brodie Street Sewer & Watermain	3,927,776.55	3,930,130.86	-2,354.31	-0.06%	Complete	GM approval obtained
5-2020	Asphalt Rehabilitation II	2,258,642.05	2,157,385.09	101,256.96	4.48%	Complete	
6-2020	Tupper/Amelia Street Reconstruction	3,244,424.88	3,244,378.42	46.46	0.00%	Complete	
7-2020	Balmoral street Reconstruction-Stage 2	4,864,866.90	4,749,967.43	114,899.47	2.36%	Complete	
8-2020	Cleaning and Cement Mortar Lining of Cast Iron Watermains	2,435,495.00	2,435,495.00	0.00	0.00%	Complete	revised orig price 2021-3year outline agreement- K Dixon memo June 7,20
9-2020	Sewer & Water	2,540,130.75	2,438,663.56	101,467.19	3.99%	Complete	
10-2020	Green Infrastructure-Storm Water Facilities						Tender Postponed- COVID cost saving
11-2020	Boulevard Lake Dam Rehabilitation	6,404,675.90	7,515,264.57	-1,110,588.67	-17.34%	Complete	Additional work authourized-see Report 109/2021
12-2020							NOT USED
14-2020	Multi-Use Trails & Electrical Work	1,184,637.50	1,130,593.99	54,043.51	4.56%	Complete	
15-2020	Marina Park Pedestrian Overpass Rehabilitation	1,169,144.30	1,562,174.57	-393,030.27	-33.62%	Complete	Additional structural steel coating & repairs- See Report 128/2020
1-2021	Asphalt Surface Rehabilitation	4,176,554.27	4,135,030.67	41,523.60	0.99%	Complete	
2-2021	Sidewalk Construction-New & Replacement	748,420.40	689,515.48	58,904.92	7.87%	Complete	
3-2021	Sewer & Watermain I-Trunk Watermain	2,575,885.00	2,549,672.52	26,212.48	1.02%	Complete	
4-2021	Storm Sewer Separation	1,899,706.40	1,987,138.24	-87,431.84	-4.60%	Complete	quantity variations-see Report 3/2022
5-2021	Edward Street Reconstruction	2,365,616.00	2,809,732.30	-444,116.30	-18.77%	Complete	watermain replacement added-see Report 127/2021
6-2021	Sewer & Watermain II	2,698,738.00	2,698,715.90	22.10	0.00%	Complete	
7-2021	Edward Street Bridge Replacement	5,715,415.00	5,447,306.10	268,108.90	4.69%	Complete	
8-2021	Cleaning and Cement Mortar Lining of Cast Iron Watermains	2,239,100.00	2,185,708.72	53,391.28	2.38%	Complete	
9-2021	Sewer & Watermain III	2,284,789.00	2,218,243.07	66,545.93	2.91%	Complete	
10-2021	Hot-in-Place Asphalt Paving	691,291.50	685,360.48	5,931.02	0.86%	Complete	
11-2021	Multi-use Trail Reconstruction	685,963.51	619,720.03	66,243.48	9.66%	Complete	
12-2021	Landfill Leachate Improvements- Phase I Lift Sta and Forcemn	3,404,925.00	3,290,328.50	114,596.50	3.37%	Complete	
14-2021							NOT USED
15-2021	Island Drive- Resurfacing & Waterfront Trail	590,050.50	565,659.92	24,390.58	4.13%	Complete	
1-2022	Asphalt Resurfacing	4,263,611.00	4,254,812.59	8,798.41	0.21%	Complete	Increased Original Tender Amount \$3,632,396 to \$4,263,611 Resurfacing
2-2022	Sidewalk & Pedestrian Crossover						Tendered but not Awarded
3-2022	Sewer & Watermain I	5,593,512.50	5,584,877.93	8,634.57	0.15%	Complete	
4-2022	Storm & Sanitary Sewer	2,639,453.00	2,523,215.61	116,237.39	4.40%	Complete	
5-2022	Asphalt Rehabilitation & Storm Sewer	3,285,904.00	3,368,476.48	-82,572.48	-2.51%	Complete	quantity variations see Corp Report 331/2023
6-2022	Sewer & Watermain II	2,732,691.25	2,678,895.93	53,795.32	1.97%	Complete	
7-2022	Balmoral Reconstruction Phase III	7,340,377.00	8,228,269.01	-887,892.01	-12.10%	Complete	quantity variations see Corp Report 15/2023 & 330/2023
8-2022	Cement Mortar Lining	2,400,000.00	2,399,975.00	25.00	0.00%	Complete	
9-2022	Court St Phase III	2,199,999.84	1,989,237.26	210,762.58	9.58%	Complete	
10-2022	Hot-in-Place Asphalt Paving	1,113,763.75	1,084,635.15	29,128.60	2.62%	Complete	
11-2022	Multi-Use Trails & Parks	2,805,825.96	2,624,565.30	181,260.66	6.46%	Complete	
12-2022	Woodcrest Bridge Replacement	1,700,167.19	1,716,554.86	-16,387.67	-0.96%	Complete	GM Approval - no report submitted
14-2022	Pool 6 Dock Repairs	316,248.46	372,218.12	-55,969.66	-17.70%	Complete	GM Approval - no report submitted
15-2022	Pool 6 Crushing of Concrete Rubble	276,000.00	275,923.32	76.68	0.03%	Complete	



Memorandum

TO: Krista Power, City Clerk **FILE:**

FROM: Cory Halvorsen Manager – Parks & Open Spaces

DATE: 12/18/2024

SUBJECT: Outdoor Rink Options – Request for Deferral – Outstanding Item 2024-102-INO

MEETING & DATE: Committee of the Whole – 02/10/2025

At the June 3, 2024 Committee of the Whole meeting, a Memorandum from Councillor Greg Johnson, dated May 21, 2024 containing a motion recommending that Administration investigate the various options outlined in this memorandum relative to Outdoor Rinks was presented. The Resolution requested Administration report back on or before December 16, 2024. At the December 9, 2024 Committee of the Whole meeting, the date was extended to March 3, 2025.

Given that rink utilization counts will be conducted through the month of February 2025, and that the outdoor rink program typically runs into March, deferring this report back an additional month will allow current rink count data and overall program performance to be included along with the Outdoor Rink Options report, better informing Council as they consider the options provided.

Based on the above considerations, please present the following recommendation at the February 10, 2025 Committee of the Whole meeting:

WITH RESPECT to the Memorandum from Cory Halvorsen Manager – Parks & Open Spaces, dated December 18, 2024, we recommend that report back date for Outdoor Rink Options be deferred from March 3, 2025 to April 7, 2025.

AND THAT any necessary by-laws be presented to City Council for ratification.

Memorandum

TO: Krista Power, Director – Legislative Services & City Clerk **FILE:**

FROM: Kayla Dixon, Commissioner Infrastructure & Operations

DATE: 01/27/2025

SUBJECT: 2024 Drinking Water Quality Management System (DWQMS) Management Review Report – City of Thunder Bay Bare Point Water Treatment Plant and Distribution Subsystem

MEETING & DATE: Committee of the Whole - 02/10/2025

The Environment Division – Water Authority has continued to demonstrate its commitment towards continual improvement of the Drinking Water Quality Management System (DWQMS) for the City of Thunder Bay Bare Point Water Treatment Plant and Distribution Subsystem.

The Drinking Water Quality Management Standard is the Quality Management Standard approved under s. 21 of the *Safe Drinking Water Act, 2002* (SDWA) and complements Ontario’s legislative and regulatory framework by endorsing a proactive and preventive approach to assuring drinking water quality. This approach includes consideration of elements that are fundamental to ensuring the long-term sustainability of a Drinking Water System including: management processes employed within the system; the maintenance of infrastructure used to supply drinking water; and identification of potential risks and risk mitigation strategies for items such as system security, water treatment, and the impacts of climate change.

The Commissioner – Infrastructure & Operations is the Owner’s Representative for the City of Thunder Bay DWQMS. The 2024 Annual Management Review Report for the Bare Point Water Treatment Plant and Distribution Subsystem was presented to the Owner’s Representative on November 27, 2024.

The annual Management Review evaluates the suitability, adequacy and effectiveness of the DWQMS and includes a review of the internal and external audits results, water quality results, operational performance and a review of system infrastructure as a highlight. The Management Review Report outlines the results of the Management

Review and identifies corrective actions to support continual improvement of the system including specific action items, timelines and personnel responsible.

A surveillance system external audit was carried out by SAI Global in June 2024 to obtain audit evidence and to determine a) whether the quality management activities and related results conform to DWQMS requirements, and b) if they have been effectively implemented and/or maintained. The external audit confirmed the management system remains effectively implemented and meets the requirements of the standard relative to the scope of certification. Zero non-conformities were identified.

In addition, in October 2024, the Ministry of Environment, Conservation and Parks (MECP) conducted an inspection of the drinking water system, which resulted in a Ministry inspection rating of 100%. No instances of non-compliance or non-conformance were identified during the inspection.

The 2024 Management Review Report finds that the Water Authority has demonstrated the continued delivery of high-quality safe drinking water and their commitment to continual improvement.

The Statutory Standard Duty of Care under the *Safe Drinking Water Act, 2002* requires system owners to be aware of the Quality Management System for its drinking water system and its components. Training for Members of Council on drinking water and statutory responsibilities for decision-makers under the SDWA was provided on March 9, 2023. For reference, a guide is available for members of municipal councils at <https://www.ontario.ca/page/taking-care-your-drinking-water-guide-members-municipal-councils>.

The City's 2024 Drinking Water Quality Annual Report will be presented to Council and the community in February which details water quality results for the year. Questions on the Management Review and Drinking Water Quality Annual Report can be posed to the Environment Division - Water Authority.

Kayla Dixon, Commissioner
Infrastructure & Operations

- cc: - ELT
- Krista Power, City Clerk
- Michelle Warywoda, Director – Environment Division
- Gary Person, Manager – Compliance & Quality Control

Memorandum

TO: Krista Power, Director – Legislative Services & City Clerk **FILE:**

FROM: Councillor Michael Zussino, Red River Ward

DATE: 01/08/2025 (mm/dd/yyyy)

SUBJECT: Request for Review – River Terrace Parking

MEETING & DATE: Committee of the Whole - 02/10/2025 (mm/dd/yyyy)

I have been approached by Red River Ward residents living in the River Terrace area regarding concerns about parking in the neighbourhood. The specific area of concern is the section of Sunrise Boulevard between Golf Link Road and South Creek Street.

At present, there is space for approximately eight (8) vehicles to park on the south side of the street; the north side of the street has no parking.

The residents believe that the vehicles permitted to park on the south side of the street create a pinch point for traffic entering and exiting the area, made worse in the winter and due to the location of the Canada Post mailbox at the corner of South Creek and Sunrise. Their request is to implement no parking on the south side of Sunrise. They have provided me with a change.org petition with more than 240 signatures in favour of the no parking change.

I have spoken with the City's Traffic Technologist and Municipal Parking Services to better understand the history of parking in this area. I've been advised that this area is actively monitored for parking infractions.

I present the following deferral motion for Council's consideration:

WITH RESPECT to the Memorandum from Councillor Michael Zussino dated January 8, 2025, we recommend that Administration undertake a traffic study and parking review to determine if the section of Sunrise Boulevard between South Creek Street and Golf Links Road should be a no parking zone;

AND THAT the report back date be on or before January 31, 2026;

AND THAT any necessary by-laws be presented to Council for ratification.

Memorandum

TO: Mayor & Council

FROM: Krista Power, Director – Legislative Services & City Clerk

DATE: Tuesday, January 28, 2025

SUBJECT: Outstanding List for Operations Session as of January 28, 2025
 Committee of the Whole – February 10, 2025

The following items are on the outstanding list for Operations:

Reference Number (yyyy-nnn-MTG)	Department/Div	Outstanding Item Subject	Resolution Report Back Date - (on or before date)	Revised Report Back Date - (on or before date) (Memos presented at COW updating or delaying Item)
2014-002-INO	Infrastructure & Operations / Engineering & Operations	Residential Wattage Reduction Report	No date included in original resolution	May-05-2025
2020-047-INO	Infrastructure & Operations / Engineering & Operations	Electric Scooter Pilot Participation	Dec-01-2026	Feb-01-2027
2021-108-INO	Infrastructure & Operations/Engineering & Operations	Tactile Walking Indicators	Jan-15-2024	Jun-01-2025

2023-104-INO	Infrastructure & Operations/Engineering & Operations	Leland Avenue Median Naturalization	Dec-07-2026	
2024-101-INO	Infrastructure & Operations/Engineering & Operations	Cemetery By-law Amended Resolution	Oct-7-2024	Feb-10-2025
2024-102-INO	Infrastructure & Operations/Engineering & Operations	Request for Report - Outdoor Rink Operations	Dec-16-2024	Mar-2-2025
2024-103-INO	Infrastructure & Operations/Engineering & Operations	Red Light Camera Program	Oct-28-2024	First Quarter (Q1) 2025



**MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 19/2024
OF**

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: November 21, 2024

TIME OF MEETING: 10:03 a.m.

LOCATION OF MEETING: Microsoft Teams &
3rd Floor Boardroom
TBDSSAB Headquarters
231 May Street South
Thunder Bay, ON

CHAIR: Brian Hamilton

PRESENT:

Albert Aiello
Ken Boshcoff
Anne-Marie Bourgeault
Kasey Etreni
Brian Hamilton
Greg Johnson
Kathleen Lynch
Elaine Mannisto
Jim Moffat
Denis Nault
Dominic Pasqualino
Mark Thibert
Jim Vezina

OFFICIALS:

Ken Ranta, Chief Executive Officer
Georgina Daniels, Director, Corporate Services Division
Crystal Simeoni, Director, Integrated Social Services Division &
Manager, Housing Operations
Shari Mackenzie, Manager, Human Resources
Tafadzwa Mukubvu, Manager, Finance
Marty Farough, Manager, Infrastructure & Assets Management
Aaron Park, Manager, Housing & Homelessness Programs
Dawnette Hoard, Manager, Childcare & Early Years Programs
Jennifer Lible, Manager, Social Assistance Programs
Michael Shafirka, Manager, Information Services
Michelle Wojciechowski, Manager, Intake & Eligibility
David Stewart, Supervisor, Purchasing & Inventory Control
Tomi Akinyede, Supervisor, Research & Social Policy
Carole Lem, Communications & Engagement Officer
Larissa Jones, Communications Assistant
Glenda Flank, Recording Secretary

REGRETS:

Meghan Chomut

Note: For the purposes of the Minutes references to TBDSSAB or the Board refers to The District of Thunder Bay Social Services Administration Board of Directors as relevant to specific agenda items; references to TBDHC or the Board refers to the Directors of Thunder Bay District Housing Corporation as relevant to specific agenda items. References to CEO refer jointly to the Chief Executive Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

DISCLOSURES OF INTEREST

None.

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 24/85

Moved by: Greg Johnsen
Seconded by: Kasey Etreni

THAT with respect to the agenda for the Board Regular and Closed Session meetings of The District of Thunder Bay Social Services Administration Board for November 21, 2024, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

CARRIED

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of Meeting No. 17/2024 (Regular Session) and Meeting No. 18/2024 (Closed Session) of TBDSSAB held on October 17, 2024, presented for confirmation.

Resolution No. 24/86

Moved by: Elaine Mannisto
Seconded by: Jim Moffat

THAT the Minutes of Meeting No. 17/2024 (Regular Session) and Meeting No. 18/2024 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on October 17, 2024, respectively, be confirmed.

CARRIED

CLOSED SESSION MEETING

Administration recommended that the Board adjourn to a closed meeting relative to receipt of information with respect to security of the property of the Board regarding the confidential attachment to Report No. 2024-44 containing the 2025 Capital Budget Project Summary.

Resolution No. 24/87

Moved by: Anne-Marie Bourgeault
Seconded by: Jim Vezina

THAT the Board adjourns to Closed Session relative to receipt of information with respect to security of the property of the Board regarding the confidential attachment to Report No. 2024-44 containing the 2025 Capital Budget Project Summary.

CARRIED

REPORTS OF ADMINISTRATION

TBDSSAB Proposed 2025 Operating
and Capital Budget

Report No. 2024-44 (Corporate Services Division) was presented to the Board providing the Board with the proposed 2025 TBDSSAB Operating and Capital Budget.

A presentation was provided by Administration with an overview of the 2025 Proposed Budget.

Ken Ranta, CEO provided an overview of the order of the presentation, presented the general overview and Board sections of the proposed budget responded to questions.

Georgina Daniels, Director, Corporate Services Division responded to questions.

At 10:48 a.m. Brian Hamilton left the meeting and Jim Moffat assumed the position of Chair.

Ken Ranta, CEO provided an overview of the CEO section of the proposed budget and responded to questions.

Georgina Daniels, Director, Corporate Services Division introduced Marty Farough, Manager, Infrastructure & Assets Management, Michael Shafirka, Manager, Information Services and David Stewart, Supervisor, Purchasing & Inventory Control

At 10:56 a.m. Brian Hamilton entered the meeting and resumed the position of Chair.

Georgina Daniels, Director Corporate Services Division provided an overview of the Corporate Services Division section of the budget and responded to questions.

Marty Farough, Manager, Infrastructure and Assets Management provided an overview of the capital budget section of the proposed budget and responded to questions.

Georgina Daniels, Director, Corporate Services Division provided clarification and responded to questions.

Crystal Simeoni, Director, Integrated Social Services Division and Manager, Housing Operations responded to questions.

Ken Ranta, CEO provided clarification and responded to questions.

At 11:35 a.m. Mark Thibert, Board Member left the meeting.

Ken Ranta, CEO provided an overview of the Integrated Social Services Division section of the proposed budget and responded to questions.

Michelle Wojciechowski, Manager, Intake & Eligibility provided an overview of the Intake and Eligibility section of the proposed budget.

Jennifer Lible, Manager, Social Assistance Programs provided an overview of the Social Assistance Programs section of the proposed budget and responded to questions.

Dawnette Hoard, Manager, Child Care & Early Years Programs provided an overview of the Child Care & Early Years Programs section of the proposed budget and responded to questions.

Aaron Park, Manager, Housing Programs, provided an overview of the Housing Programs section of the proposed budget and responded to questions.

At 11:59 a.m. Greg Johnsen, Board member left the meeting.

Crystal Simeoni, Director, Integrated Social Services Division and Manager, Housing Operations provided an overview of the Housing Operations Section of the proposed budget and responded to questions.

Georgina Daniels, Director, Corporate Services Division responded to questions.

Ken Ranta, CEO provided clarification and responded to questions.

At 12:26 p.m. the Chair called for a break for lunch.

At 12:50 p.m. the meeting reconvened with all remaining members of the Board and Administration in attendance.

Ken Ranta, CEO and Georgina Daniels, Director, Corporate Services Division responded to questions regarding the levy and provided clarification.

A discussion was held with respect to a reduction of the budget to reduce the levy. On consensus the Board directed Administration to review the proposed budget to reduce the proposed increase to between 4.5% and 4.9% and to identify what the impacts on the budget would be.

2024 Third Quarter Financial Report

Report No. 2024-45 (Corporate Services Division), was presented to the Board providing the 2024 Third Quarter Financial Report, projection to year-end and Key Performance Indicators.

2024 Third Quarter Operational Report

Report No. 2024-46, (Integrated Social Services Division) was presented to the Board providing the trends within TBDSSAB programs and services.

Ken Ranta, CEO responded to questions.

2024-27 Strategic Plan – Third Quarter Update

Report No. 2024-47, (Chief Executive Officer Division) was presented to the Board providing the quarterly update on the 2024 Strategic Plan progress as at September 30, 2024.

Resolution No. 24/88

Moved by: Kathleen Lynch
Seconded by: Jim Vezina

THAT with respect to Report No. 2024-47 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – Third Quarter Update for information only.

CARRIED

FIRST REPORT: Rural Ontario Municipal Association 2025 Position Papers

Report No. 2024-48, (Chief Executive Officer Division) was presented to the Board providing a first report presenting Draft ROMA 2024 Position Papers.

Ken Ranta, CEO provided information regarding the development of the ROMA position papers and responded to questions.

A discussion was held regarding further topics for advocacy.

Resolution No. 24/89

Moved by: Kasey Etrene
Seconded by: Jim Vezina

THAT with respect to Report No. 2024-48 (Chief Executive Officer Division), we The District of Thunder Bay Social Services Administration Board (the Board) receive the 2025 Rural Ontario Municipal Association Position Papers as presented;

AND THAT the Board direct the Chief Executive Officer to incorporate any edits to the position papers recommended by the Board and prepare a report to be presented at the December 19, 2024 Board meeting for consideration by the Board.

CARRIED

NEW BUSINESS

City of Thunder Bay Pilot Shelter Project

At the October 17, 2024 Board Meeting a request was made to add an update regarding the City of Thunder Bay pilot shelter project to the November Board Meeting agenda. On consensus, Administration was directed to add the item under new business.

Brian Hamilton, Board Chair provided a verbal update regarding the City of Thunder Bay pilot shelter project.

Ken Ranta, CEO provided further information and responded to questions.

Brian Hamilton, Board Chair provided clarification and responded to questions.

CORRESPONDENCE

Shortage of Paramedics in Northwestern Ontario

Letter from Wendy Landry, President, Northern Ontario Municipal Association (NOMA) dated October 15, 2024 relative to providing information regarding critical shortage of Paramedics in Northwestern Ontario was presented.

Ken Ranta, provided an overview of the correspondence and responded to questions.

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on December 19, 2024 at 10:00 a.m., in the 3rd Floor Boardroom, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario and via Microsoft Teams.

ADJOURNMENT

Resolution No. 24/90

Moved by: Elaine Mannisto
Seconded by: Denis Nault

THAT the Board Meeting No. 19/2024 of The District of Thunder Bay Social Services Administration Board, held on November 21, 2024, be adjourned at 2:35 p.m.



Chair



Chief Executive Officer



MINUTES OF BOARD (CLOSED SESSION) MEETING NO. 20/2024
OF

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: November 21, 2024

TIME OF MEETING: 10:06 a.m.

LOCATION OF MEETING: Microsoft Teams &
3rd Floor Boardroom
TBDSSAB Headquarters
231 May Street South
Thunder Bay, ON

CHAIR: Brian Hamilton

PRESENT:

Albert Aiello
Ken Boshcoff
Anne-Marie Bourgeault
Kasey Etreni
Brian Hamilton
Greg Johnson
Kathleen Lynch
Elaine Mannisto
Jim Moffat
Denis Nault
Dominic Pasqualino
Mark Thibert
Jim Vezina

OFFICIALS:

Ken Ranta, Chief Executive Officer
Georgina Daniels, Director, Corporate Services Division
Tafadzwa Mukubvu, Manager, Finance
Marty Farough, Manager, Infrastructure & Assets
Management
Glenda Flank, Recording Secretary

REGRETS:

Meghan Chomut

Note: For the purposes of the Minutes references to TBDSSAB or the Board refers to The District of Thunder Bay Social Services Administration Board of Directors as relevant to specific agenda item; references to TBDHC or the Board refers to the Directors of Thunder Bay District Housing Corporation as relevant to specific agenda item. References to CEO refer jointly to the Chief Executive Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

DISCLOSURES OF INTEREST

None.

REPORTS OF ADMINISTRATION

TBDSSAB Proposed 2025 Operating and
Capital Budgets

Memorandum from Georgina Daniels, Director, Corporate Services Division dated October 30, 2024 was presented to the Board providing confidential attachment #4 to Report No. 2024-44 setting out the financial details of the 2025 Capital Budget Project Summary.

At 10:12 a.m. Mark Thibert, Board Member joined the meeting.

Georgina Daniels, Director, Corporate Services Division responded to questions and provided clarification.

Ken Ranta, Chief Executive Officer provided further information.

ADJOURNMENT

Resolution No. 24/CS10

Moved by: Kasey Etreni
Seconded by: Kathleen Lynch

THAT the Board (Closed Session) Meeting No. 20/2024 of The District of Thunder Bay Social Services Administration Board, held on November 21, 2024, be adjourned at 10:17 a.m., to reconvene in Regular Session to consider the remaining agenda items.

CARRIED


Chair


Chief Executive Officer



**MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 21/2024
OF**

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: December 19, 2024

TIME OF MEETING: 10:02 a.m.

LOCATION OF MEETING: Microsoft Teams &
3rd Floor Boardroom
TBDSSAB Headquarters
231 May Street South
Thunder Bay, ON

CHAIR: Brian Hamilton

PRESENT:

Albert Aiello
Ken Boshcoff
Anne-Marie Bourgeault
Meghan Chomut
Kasey Etreni
Brian Hamilton
Greg Johnson
Kathleen Lynch
Elaine Mannisto
Jim Moffat
Dominic Pasqualino
Jim Vezina

OFFICIALS:

Ken Ranta, Chief Executive Officer
Georgina Daniels, Director, Corporate Services Division
Crystal Simeoni, Director, Integrated Social Services Division &
Manager, Housing Operations
Shari Mackenzie, Manager, Human Resources
Tafadzwa Mukubvu, Manager, Finance
Marty Farough, Manager, Infrastructure & Assets Management
Aaron Park, Manager, Housing & Homelessness Programs
Tomi Akinyede, Supervisor, Research & Social Policy
Carole Lem, Communications & Engagement Officer
Glenda Flank, Recording Secretary

REGRETS:

Mark Thibert

Note: For the purposes of the Minutes references to TBDSSAB or the Board refers to The District of Thunder Bay Social Services Administration Board of Directors as relevant to specific agenda items; references to TBDHC or the Board refers to the Directors of Thunder Bay District Housing Corporation as relevant to specific agenda items. References to CEO refer jointly to the Chief Executive Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

DISCLOSURES OF INTEREST

None.

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 24/91

Moved by: Greg Johnsen
Seconded by: Albert Aiello

THAT with respect to the agenda for the Board Regular and Closed Session meetings of The District of Thunder Bay Social Services Administration Board for December 19, 2024, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

CARRIED

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of Meeting No. 19/2024 (Regular Session) and Meeting No. 20/2024 (Closed Session) of TBDSSAB held on November 21, 2024, presented for confirmation.

Resolution No. 24/92

Moved by: Dominic Pasqualino
Seconded by: Meghan Chomut

THAT the Minutes of Meeting No. 19/2024 & 20/2024 (Regular & Closed Session) held on November 21, 2024, of TBDSSAB, be confirmed.

CARRIED

CLOSED SESSION MEETING

Administration recommended that the Board adjourn to a closed meeting relative to receipt of information with respect to labour relations regarding the CUPE Collective Bargaining Update and with respect to security of the property of the Corporation regarding the Bertrand Court Regeneration Strategy Update.

Resolution No. 24/93

Moved by: Jim Vezina
Seconded by: Elaine Mannisto

THAT the Board adjourns to Closed Session relative to receipt of information with respect to labour relations regarding the CUPE Collective Bargaining Update and with respect to security of the property of the Corporation regarding the Bertrand Court Regeneration Strategy Update.

CARRIED

At 11:50 a.m. the Board reconvened in Regular Session and Greg Johnsen, Jim Moffat, Kasey Etreni and Kathyleen Lynch left the meeting. The Chair called for a break.

At 12:15 p.m. the meeting reconvened.

REPORTS OF ADMINISTRATION

CUPE Collective Bargaining Update

Report No. 2024CS-09 (Chief Executive Officer Division) was presented to the Board in Closed Session providing an update on the conclusion of the collective bargaining with the Canadian Union of Public Employees, Local 87 for discussion.

On consensus the following resolution was presented to the Board.

Resolution No. 24/93A

Moved by: Anne-Marie Bourgeault
Seconded by: Ken Boshcoff

THAT with respect to Report No. 2024CS-09 (Chief Executive Officer Division), we The District of Thunder Bay Social Services Administration Board authorize that Administration proceed as directed in Closed Session;

AND THAT the Chair and Chief Executive Officer are authorized to execute any necessary documents.

CARRIED

Bertrand Court Regeneration Strategy
Update

Report No. 2024CS-08, (Corporate Services Division / Integrated Social Services Division) was presented to the Board in Closed Session providing an update on the Bertrand Court property options and a recommended strategy for best use.

On consensus in Closed Session, Report No. 2024CS-08 to be deferred to the January 16, 2025 Board Meeting.

Resolution No. 24/94

Moved by: Meghan Chomut
Seconded by: Elaine Mannisto

THAT with respect to Report No. 2024CS-08 (Corporate Services/Integrated Social Services), we The District of Thunder Bay Social Services Administration Board, direct that Administration proceed as directed in Closed Session.

DEFERRED

Revised Reserve and Reserve Fund
Strategy Update

Memorandum from Georgina Daniels, Director, Corporate Services dated December 3, 2024 was presented to the Board providing Administrations recommendation regarding the revised Reserve and Reserve Fund Strategy.

Geogina Daniels, Director, Corporate Services Division provided a brief overview.

Resolution No. 24/95

Moved by: Dominic Pasqualino
Seconded by: Ken Boshcoff

THAT with respect to Report No. 2024-42 (Corporate Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the 2024 Reserve Fund Strategy provided within the Report, except that \$225,000 be transferred from the Employment and Compensation Reserve Fund into the Levy Stabilization Reserve Fund.

CARRIED

At 12:21 p.m. Kasey Etreni, Board Member and Tomi Akinyede, Supervisor, Research & Social Policy joined the meeting and Aaron Park, Manager, Housing & Homelessness Programs left the meeting.

TBDSSAB Proposed 2025 Operating &
Capital Budget

Report No. 2024-49, (Corporate Services Division) was presented to the Board providing the amended proposed 2025 Operating and Capital Budget.

Ken Ranta, CEO provided a brief overview.

Resolution No. 24/96

Moved by: Jim Vezina
Seconded by: Kasey Etreni

THAT with respect to Report No. 2024-44 and Report No. 2024-49 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the proposed 2025 Operating Budget in the amount of \$132,680,800, as presented in Report No. 2024-49;

AND THAT we, the Board, approve the proposed 2025 Capital Budget in the amount of \$3,165,000, as presented in Report No. 2024-44, with up to \$3,010,000 financed from the Housing Portfolio Capital Reserve Fund, and up to \$155,000 financed from the Office Building Capital Reserve Fund;

AND THAT \$217,500 be transferred from Operations to the Office Building Reserve Fund;

AND THAT up to \$90,000 for employment related expenses, be financed by the Employment Compensation and Benefits Reserve Fund;

AND THAT \$225,000 be transferred from the Employment Compensation and Benefits Reserve Fund to the Levy Stabilization Reserve Fund;

AND THAT up to \$325,000 for expenditures within the Direct Owned Housing portfolio and \$30,000 for consulting services to finalize the development of the beautification, security, and environmental design study be financed by the Levy Stabilization Reserve Fund;

AND THAT up to \$10,000 of costs related to end of community housing operating agreements and \$50,000 for consultant costs related to the 10-year Homelessness Strategy be financed from the Community Housing Reserve Fund;

AND THAT \$3,179,200 be transferred from Operations to the Housing Portfolio Capital Reserve Fund, and up to \$1,715,000 for expenditures of a capital nature related to tenant move-out, accessibility modification, and extensive repairs where an insurance claim is not appropriate be financed from the Housing Portfolio Capital Reserve Fund;

AND THAT we approve the reconciliation adjustments for the Budget presentation in the 2025 Audited Financial Statements, as presented in Report No. 2024-49;

AND THAT the necessary By-law be presented to the Board, for consideration.

CARRIED

At 12:24 p.m. Marty Farough, Manager, Infrastructure & Assets Management, and Tafadzwa Mukubvu, Manager, Finance left the meeting.

2025 Rural Ontario Municipal
Association Conference Briefings
Package

Report No. 2024-50 (Chief Executive Officer Division) was presented to the Board providing the 2025 Rural Ontario Municipal Association Briefings Package.

Ken Ranta, CEO responded to questions and provided further information.

At 12:26 p.m. Kathleen Lynch returned to the meeting.

A discussion was held regarding requesting feedback on alignment with TBDSSAB position papers. On consensus additional language was added to the resolution to reflect the Board's discussion.

Resolution No. 24/97

Moved by: Anne-Marie Bourgeault
Seconded by: Jim Vezina

THAT with respect to Report No. 2024-50 (Chief Executive Officer Division), we The District of Thunder Bay Social Services Administration Board (the Board) approve the 2025 Rural Ontario Municipal Association Position Papers as presented;

AND THAT we direct the CEO to send the final delegation package to the appropriate provincial Ministries;

AND THAT a copy of the approved delegation briefings package be sent to Thunder Bay District municipal councils for endorsement and to seek feedback on alignment with TBDSSAB Position Papers as provided;

AND THAT the Briefings Package be circulated to the Northern Ontario Services Deliverers' Association, the Ontario Municipal Social Services Association, the Northwestern Ontario Municipal Association, The Rural Ontario Municipal Association and the Association of Municipalities of Ontario;

AND THAT the CEO attend the 2025 ROMA Annual Conference to provide support to the Board Chair and other Board members in their meetings with provincial officials regarding these issues.

CARRIED

At 12:28 p.m. Tomi Akinyede, Supervisor, Research & Social Policy left the meeting.

Nominations Process for 2025 Board Executive, Committee & Tables

Memorandum from Ken Ranta, CEO dated December 2, 2024 was presented to the Board providing information on the nomination and election process for the Executive, Committee and Table positions for 2025.

Ken Ranta, CEO called for nominations for the position of Chair. Brian Hamilton was nominated and accepted the nomination. There were no further nominations for the position of Chair.

Ken Ranta, CEO called for nominations for the position of Vice-Chair. Jim Vezina and Kasey Etrene were nominated for the position of Vice Chair. Jim Vezina accepted the nomination. Kasey Etrene declined the nomination.

Ken Ranta, CEO called for members for the Audit Committee. Kathleen Lynch, Albert Aiello, Kasey Etrene, Jim Vezina and Anne-Marie Bourgeault were nominated and accepted the nomination.

Ken Ranta, CEO called for members for the Situation Analysis Review Committee. Elaine Mannisto, Meghan Chomut, Kasey Etrene, Kathleen Lynch and Ken Boshcoff were nominated and accepted the nomination.

Ken Ranta, CEO called for members for the Child Care and Early Years Advisory Table. Elaine Mannisto and Kathleen Lynch were nominated and accepted the nomination.

Ken Ranta, CEO called for members for the Homelessness Prevention Program Advisory Table. Greg Johnsen and Ken Boshcoff were nominated and accepted the nomination.

Resolution No. 24/98

Moved by: Albert Aiello
Seconded by: Meghan Chomut

THAT effective January 2, 2025 the position of Chair of The District of Thunder Bay Social Services Administration Board for the term ending December 31, 2025, be filled by Brian Hamilton;

AND THAT effective January 2, 2025 the position of Vice-Chair of The District of Thunder Bay Social Services Administration Board, for the term ending December 31, 2025, be filled by Jim Vezina;

AND THAT effective January 2, 2025 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Audit Committee, for the term ending December 31, 2025:

1. Kathleen Lynch
2. Albert Aiello
3. Kasey Etrene
4. Jim Vezina
5. Anne-Marie Bourgeault

AND THAT the Committee Chair be appointed at the first Committee meeting of the year;

AND THAT effective January 2, 2025 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Situation Analysis Review Committee, for the term ending December 31, 2025:

1. Elaine Mannisto
2. Meghan Chomut
3. Kasey Etrene
4. Kathleen Lynch
5. Ken Boshcoff

AND THAT the Committee Chair be appointed at the first Committee meeting of the year;

AND THAT effective January 2, 2025 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Child Care and Early Years Advisory Table, for the term ending December 31, 2025:

1. Elaine Mannisto
2. Kathleen Lynch

AND THAT effective January 2, 2025 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Homelessness Prevention Program Advisory Table, for the term ending December 31, 2025:

1. Greg Johnsen
2. Ken Boshcoff.

CARRIED

Proposed 2025 Board Meeting Dates and
2026 Inaugural Meeting Date

Memorandum from Ken Ranta, CEO dated December 2, 2024 was presented to the Board providing information on the proposed Board Meeting dates for the next Board term.

Ken Ranta, CEO provided a brief overview of the memorandum.

Homelessness Prevention Program
Encampment Response Initiative

Verbal update was provided by Ken Ranta, CEO, regarding the announcement of funding for the Encampment Response Initiative.

At 12:53 p.m. Aaron Park, Manager, Housing and Homelessness Programs joined the meeting.

Ken Ranta, CEO provided an update and responded to questions.

Aaron Park, Manager, Housing and Homelessness Programs provided further information and responded to questions.

At 12:56 p.m. Meghan Chomut, Board Member left the meeting.

On consensus the following resolution was presented.

Resolution No. 24/98A

Moved by: Kasey Etreni
Seconded by: Albert Aiello

THAT with respect to the verbal update provided by Ken Ranta, CEO regarding the Ministry of Municipal Affairs and Housing (MMAH) announcement for the Homelessness Prevention Program Encampment Response Initiative, we, The District of Thunder Bay Social Services

Administration Board (the Board) approve that Administration submit a Business Case to the MMAH by the January 3, 2025 deadline;

AND THAT should the submission be approved for funding, the Board directs Administration to report back to the Board for authorization to execute the Agreement or other documents related thereto.

CARRIED

CORRESPONDENCE

2024 Association of Municipalities of Ontario Conference

Correspondence from the Hon. Thanigasalam, Associate Minister of Housing, MMAH dated October 17, 2024 relative to the meeting at the AMO Conference, was presented to the Board.

BY-LAWS

First and Final Reading

Resolution No. 24/99

Moved by: Elaine Mannisto
Seconded by: Kathleen Lynch

THAT the following By-law be introduced and now be given First and Final Reading, engrossed, signed by the Chair and Chief Executive Officer, sealed and numbered:

1. A By-law to adopt The District of Thunder Bay Social Services Administration Board Operating and Capital Budgets for the year 2025.

Explanation: A By-law to adopt The District of Thunder Bay Social Services Administration Board Operating and Capital Budgets for the year 2025.

Authorization: Board Meeting 2024Dec19.

BY-LAW NUMBER 03-2024

CARRIED

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, January 16, 2025 at 10:00 a.m., in the 3rd Floor Boardroom and via Microsoft Teams, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario.

ADJOURNMENT

Resolution No. 24/100

Moved by: Elaine Mannisto
Seconded by: Denis Nault

THAT the Board Meeting No. 19/2024 of The District of Thunder Bay Social Services Administration Board, held on November 21, 2024, be adjourned at 2:35 p.m.



Chair



Chief Executive Officer



**MINUTES OF BOARD (CLOSED SESSION) MEETING NO. 22/2024
OF
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD**

DATE OF MEETING: December 19, 2024

TIME OF MEETING: 10:09 a.m.

LOCATION OF MEETING: Microsoft Teams &
3rd Floor Boardroom
TBDSSAB Headquarters
231 May Street South
Thunder Bay, ON

CHAIR: Brian Hamilton

PRESENT:

Albert Aiello
Ken Boshcoff
Anne-Marie Bourgeault
Meghan Chomut
Kasey Etreni
Brian Hamilton
Greg Johnson
Kathleen Lynch
Elaine Mannisto
Jim Moffat
Dominic Pasqualino
Jim Vezina

OFFICIALS:

Ken Ranta, Chief Executive Officer
Georgina Daniels, Director, Corporate Services Division
Crystal Simeoni, Director, Integrated Social Services Division
Shari Mackenzie, Manager, Human Resources
Tafadzwa Mukubvu, Manager, Finance
Aaron Park, Manager, Housing & Homelessness Programs
Marty Farough, Manager, Infrastructure & Assets
Management
Glenda Flank, Recording Secretary

REGRETS:

Mark Thibert

GUESTS:

Aurel Malo, Consultant, Gallagher

Note: For the purposes of the Minutes references to TBDSSAB or the Board refers to The District of Thunder Bay Social Services Administration Board of Directors as relevant to specific agenda item; references to TBDHC or the Board refers to the Directors of Thunder Bay District Housing Corporation as relevant to specific agenda item. References to CEO refer jointly to the Chief Executive Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

DISCLOSURES OF INTEREST

None.

At 10:09 Aurel Malo, Consultant, Gallagher joined the meeting.

REPORTS OF ADMINISTRATION

CUPE Collective Bargaining Update

Report No. 2024CS-09 (Chief Executive Officer Division) was presented at the Board meeting providing the Board with information relative to the conclusion of the collective bargaining with the Canadian Union of Public Employees, Local 87 and Administrations recommendation for ratification, for information only.

Shari Mackenzie, Manager, Human Resources provided a brief verbal update on the outcomes from the collective bargaining, provided an overview of the settlement reached, and responded to questions.

At 10:12 a.m. Kasey Etreni, Board Member joined the meeting.

Aurel Malo, Consultant, Gallagher provided a brief update on the housekeeping changes which were made to the collective agreement and responded to questions.

Ken Ranta, Chief Executive Officer provided further information and responded to questions.

At 10:41 a.m. Aurel Malo, Consultant, Gallagher left the meeting and Tafadzwa Mukubvu, Manager, Finance, Aaron Park, Manager, Housing & Homelessness Programs and Marty Farough, Manager, Infrastructure & Assets Management joined the meeting.

Bertrand Court Regeneration Strategy Update

Report No. 2024CS-08 (Corporate Services Division / Integrated Social Services Division) was presented to the Board providing an update on the Bertrand Court property options and Administrations recommended Strategy.

Ken Ranta, Chief Executive Officer provided a brief introduction.

Georgina Daniels, Director, Corporate Services Division provided an overview of the report and responded to questions.

Aaron Park, Manager, Housing & Homelessness Programs responded to questions.

Ken Ranta, Chief Executive Officer provided further information and responded to questions.

Crystal Simeoni, Director, Integrated Social Services Division provided further information and responded to questions.

Ken Ranta, Chief Executive Officer and Georgina Daniels, Director, Corporate Services Division provided clarification and responded to further questions.

A discussion was held regarding Administration obtaining further information and providing a revised report to the Board.

On consensus, Report No. 2024CS-08 to be deferred to the January 16, 2025 meeting providing updated information.

ADJOURNMENT

Resolution No. 24/CS11

Moved by: Elaine Mannisto
Seconded by: Dominic Pasqualino

THAT the Board (Closed Session) Meeting No. 22/2024 of The District of Thunder Bay Social Services Administration Board, held on December 19, 2024, be adjourned at 11:50 a.m., to reconvene in Regular Session to consider the remaining agenda items.

CARRIED



Chair



Chief Executive Officer

REPORT NUMBER 010-2025-Community Services-Recreation & Culture	
DATE PREPARED	January 27, 2025
	FILE
MEETING DATE	February 10, 2025
SUBJECT	2024 Ontario Winter Games Legacy

RECOMMENDATION

WITH RESPECT to Report 010-2025-Community Services-Recreation & Culture we recommend that the Legacy Funds provided by the Government of Ontario for hosting the 2024 Ontario Winter Games be distributed as follows:

- \$15,000 to the PRO Kids Reserve
- \$10,000 to Special Olympics Thunder Bay
- \$75,000 to the Community, Youth & Cultural Funding Program for sport development projects in 2025 and 2026;

AND THAT any additional legacy dollars resulting from the Games be transferred to the Event Hosting Reserve;

AND THAT any necessary by-laws be presented to City Council for ratification.

EXECUTIVE SUMMARY

This report outlines the successes of the 2024 Ontario Winter Games and recommends that the proposed Legacy Plan for the event be adopted. The Games Organizing Committee has developed this plan and is recommending its approval.

Highlights of the Games, held in February 2024, include:

- 1,354 participating athletes, coaches, team managers and officials
- 13 sports at 11 venues
- 841 volunteers
- Local economic impact of \$5,694,215 (total industry output).

A financial legacy of more than \$240,000 is anticipated from the Games. This includes \$100,000 from the Province of Ontario that is to be spent on local sport legacy projects.

The Games Organizing Committee has recommended that funds be distributed as follows as part of the Legacy Plan for the Games:

- \$15,000 to PRO Kids;
- \$10,000 to Special Olympics Thunder Bay; and
- \$75,000 to the City's Community, Youth & Cultural Funding Program (CYCFP) to be used by community organizations for sport development projects
- The balance, estimated to be more than \$123,000, to the City's Event Hosting Reserve for use to bid for, host and support future major sporting events, multi-sport games and other significant events.

DISCUSSION

2024 Ontario Winter Games Overview

The 2024 Ontario Winter Games were held in Thunder Bay February 16 to 26, 2024. This was Thunder Bay's first time as the sole host of the event since 1974.

The Games were hosted by the City of Thunder Bay with the assistance of a Games Organizing Committee. This committee was established as a Special Purpose Committee appointed by Council.

The 2024 Winter Games were one of the largest multi-sport events ever held in Thunder Bay and featured:

- 1,354 participating athletes, coaches, team managers and officials
- 13 sports at 11 venues
- 841 volunteers
- 60 sponsors
- 2,444 hotel nights booked.

The Games generated an estimated economic impact (total industry output) of \$5,694,215 for Thunder Bay.

The 2024 Games included the following 13 sports:

- 5 Pin Bowling
- Archery
- Artistic Swimming
- Badminton
- Biathlon
- Cross-Country Skiing
- Curling (Fours & Mixed)

- Diving
- Fencing
- Futsal
- Men's Hockey
- Ringette
- Wrestling.

Two sets of Opening Ceremonies were hosted at Fort William Historical Park.

The Games earned accolades from participants, parents of athletes and Ministry officials.

Legacy Plan

The Government of Ontario Ministry of Sport owns the rights to the Ontario Games and provided funding of \$1.5 million to the 2024 Games. According to the City's Transfer Payment Agreement with the Government of Ontario, \$100,000 of this is to be spent on sport legacy projects or as a contingency (which is not required in this case).

The Games Organizing Committee (GOC) recommended at their meeting held on May 1, 2024 that the \$100,000 of legacy funding be distributed as follows:

- \$15,000 to PRO Kids;
- \$10,000 to Special Olympics Thunder Bay; and
- \$75,000 to the City's Community, Youth & Cultural Funding Program (CYCFP) to be accessed by community organizations for sport development projects.

Ministry of Sport staff have approved this proposed use of the funds.

The Legacy Plan will help encourage the participation in local sport by people with disabilities and children and youth from financially disadvantaged families. This plan will also allow local sport organizations to engage in projects that will further develop sport in our community.

The Legacy Plan will increase the level of funding available to local not-for-profit sport organizations eligible to apply for CYCFP Sport Stream projects in 2025 and 2026. Community-based sport development projects are assessed on the extent to which they meet the following criteria:

- the community-based sport development project is community sport-led and organized, supported, and/or enabled by community volunteers and non-profit institutions;
- strengthens sport development through innovative and inclusive approaches to engaging the broader community, including diverse and under-represented populations in sport;

- demonstrates collaborative approaches to building sport capacity through community-based partnerships;
- enhances the availability and accessibility of sport activities in local neighbourhoods;
- addresses sport and skill development concerns, which may include but are not limited to costs associated with:
 - participant and volunteer recruitment and retention; and
 - certification of coaches and officials, equipment, insurance, advertising, and non-capital facility costs;
 - costs associated with athlete travel for world-class competition.

The GOC further recommended that any additional legacy funds from the Games be transferred to the City's Event Hosting Reserve. It is anticipated that this additional legacy will be more than \$123,000.

The Event Hosting Reserve was established to accumulate funds to bid for, host and support major sporting events, multi-sport games and other significant events.

FINANCIAL IMPLICATION

A total legacy of more than \$223,000 is anticipated from hosting the 2024 Ontario Winter Games. Of this amount, \$100,000 was provided by the Ministry of Sport to be spent post-event on sport legacy projects. The balance is proposed to be distributed to the Event Hosting Reserve to be used for securing and hosting future multi-sport games and other major sporting events.

CONCLUSION

It is concluded that significant sport development, economic impact, community pride and financial legacies resulted from hosting the 2024 Ontario Winter Games.

It is further concluded that the financial legacies from the Games should support local sport development initiatives and future event hosting.

It is therefore concluded that the Legacy Plan outlined in this report be adopted.

BACKGROUND

City Council directed Administration to submit a bid for the 2024 Ontario Winter Games on October 15, 2020 (Report R 132/2020) and agreed in principle to a municipal financial commitment of \$250,000 cash and a maximum of \$50,000 of in-kind City services and/or waived rental fees.

The Government of Ontario officially awarded the 2024 Games to Thunder Bay on April 22, 2022.

The Ontario Winter Games are a provincial multi-sport Games for young athletes and athletes with physical disabilities, operated by the Government of Ontario. The Winter Games began in 1972 and are held every two years. Prior to 2024, the event was only held in Thunder Bay once before, in 1974.

City Council approved the Sport Tourism Events & Activities Policy in 2008. The Sport Tourism Events & Activities Policy directs City support to:

- helping local sport organizations attract and host single-sport championships (international, national, provincial and regional) and multi-sport games;
- the municipality itself hosting multi-sport games;
- developing sport facility infrastructure;
- attracting participants and spectators to sports events;
- helping create new sport tourism events and activities as well as supporting existing annual ones; and
- promoting Thunder Bay as a training site.

REFERENCE MATERIAL ATTACHED

None.

REPORT PREPARED BY

Paul Burke, Sport & Community Development Supervisor – Community Services Department

REPORT SIGNED AND VERIFIED BY

Kelly Robertson, Commissioner, Community Services

Date (01/31/2025)



Memorandum

TO: Krista Power, Director – Legislative Services & City Clerk **FILE:**

FROM: Paul Burke, Sport & Community Development Supervisor

DATE: 01/23/2025 (mm/dd/yyyy)

SUBJECT: 2024 Ontario Winter Games Legacy Report Presentation to Council

MEETING & DATE: Committee of the Whole - 02/10/2025 (mm/dd/yyyy)

Barry Streib, 2024 Ontario Winter Games Organizing Committee Chair and I respectfully request the opportunity to make a presentation at the February 10, 2025 meeting of Committee of the Whole.

The presentation will provide City Council with an overview of the successful 2024 Ontario Winter Games and present a Legacy Plan for consideration.

A report regarding the 2024 Ontario Winter Games will be brought forward by Recreation & Culture at the February 10th Committee of the Whole meeting.

Paul Burke
Sport & Community Development Supervisor

cc: Kelly Robertson – Commissioner - Community Services
Leah Prentice – Director – Recreation & Culture

Corporate Report

REPORT NUMBER 029-2025-Community Services-Recreation & Culture

DATE

PREPARED

January 15, 2025

FILE

MEETING DATE

February 10, 2025

SUBJECT

Naming Rights Implementation Plan

RECOMMENDATION

WITH RESPECT to Report 029-2025-Community Services-Recreation & Culture, we recommend that Administration pursue naming rights sponsorships for the priority assets included in the 3-year Naming Rights Implementation Plan as outlined in this report;

AND THAT any necessary by-laws be presented to City Council for ratification.

LINK TO STRATEGIC PLAN

Implementing naming rights will help achieve the goals and objectives of the Maamawe, Growing Together Strategic Plan under the **Sustainability pillar – We advance a thriving economy and environment.**

Selling naming rights will generate new revenue to assist the City in planning and delivering cost effective services with the objective of improving long term financial sustainability by maximizing return on community investments.

EXECUTIVE SUMMARY

Administration has developed a 3-year implementation plan to pursue naming rights opportunities for priority City assets based on the research and recommendations of consultants, Performance Sponsorship Group (PSG).

Naming rights sponsorships are common in sport and entertainment facilities and becoming more common for municipal facilities. Naming rights generate new long-term revenue and build relationships with the business community in return for significant reach, audience development and recognition for sponsors.

Administration engaged PSG through a Request for Proposals (RFP) to investigate the market appeal and potential value of naming rights opportunities for several municipal assets, in alignment with industry best practices. After a thorough review and valuation process, with input from City departments that oversee assets with potential for naming rights, Administration is recommending that the City proceed with pursuing naming rights opportunities for nine (9) assets through a 3-year implementation plan.

Council approval is required to pursue and implement primary naming rights for municipal facilities and parks, in accordance with related corporate policies (Sponsorship and Naming Rights Policy; Civic Naming of Streets, Buildings, Structures and Recreational Facilities Policy).

DISCUSSION

The City of Thunder Bay has a robust portfolio of well-utilized recreational assets. In recent years, many municipalities have been investigating naming rights sponsorship opportunities for municipal recreational facilities and other assets to increase long-term revenues and develop mutually beneficial partnerships with corporations. Locally, sponsorship opportunities have typically been limited to programs and events and have not included naming of major assets such as facilities. In 2023, Council approved the Sponsorship and Naming Rights Policy, the first step in pursuing naming rights for City assets (Report 102-2023 – Community Services, Recreation & Culture).

Naming rights are a type of sponsorship and a long-term contractual arrangement where a third-party provides financial contributions, goods or services in return for access to the commercial and marketing potential associated with the public display of their name as part of the asset. This is a proven model to fund recreational and cultural facilities.

The City and business community can achieve the following benefits from naming rights:

- Stable, long-term revenue generation
- Community engagement
- Brand visibility/exposure
- Enhanced facilities (additional revenue may be used for facility upgrades)
- Strengthened public-private sector relationships

There are several levels of naming rights:

- Primary - title name of the facility (e.g. **ABC** Recreation Centre)
- Secondary - naming of a defined space within a facility (e.g. **ABC** pool or field within a larger facility)
- Tertiary and quaternary levels – name/logo placement on spaces or amenities such as score clocks or ice resurfacers.

There are many factors that impact the anticipated naming rights value of a facility. Primary naming rights revenue for a single-use facility can range from \$75,000-\$500,000 over a 5 to 15 year period. Higher value ranges are typically associated with major urban centres, resident professional sports teams, and new construction.

A cross-departmental team, led by the Recreation & Culture Division, has been working to explore naming rights opportunities for the Corporation to generate new sources of revenue to help cover the costs of providing City programs and services and mitigate budget pressures. Sponsorship industry leaders, Performance Sponsorship Group (PSG), have been engaged through a Request for Proposals (RFP) process to investigate opportunities for selling naming rights, provide a valuation of potential assets, and help prepare Administration to pursue naming rights for recommended assets.

Valuation Process

The valuation process began with a situational analysis, asset inventory and marketplace research. An internal working group consisting of staff from Recreation & Culture, Parks & Open Spaces, and Asset Management was formed to provide relevant background information and feedback throughout the valuation process.

The initial phase included an audit of existing assets such as single and multi-use recreational and cultural facilities, parks and open spaces assets, and others. Several factors were considered in the valuation, including visibility through foot and nearby vehicular traffic, appeal, and marketing reach. Other factors such as historical/legacy naming were also considered during the valuation and will be further investigated on a case-by-case basis, where applicable.

Following this research, the City's asset portfolio was further analyzed through a SWOT analysis to determine suitability and potential challenges of naming rights. Not all assets were deemed suitable for naming rights. Criteria for prioritizing assets included:

- Assets that have significant seasonal/annual attendance and foot traffic;
- Assets that are suitable for re-naming using a brand or corporate name; and
- Assets that offer an inherent leadership position for a brand or corporation.

New construction and major facility enhancements were also factored into the valuation as they can present timely opportunities for naming rights.

Key Findings

PSG's valuation identified high, medium and low priority assets for naming rights based on the set criteria. The valuation identified the following as top priority for selling naming rights:

- Fort William Gardens
- Canada Games Complex
- Proposed Multi-Use Indoor Turf Facility
- Prince Arthur's Landing Festival Area*
- Centennial Botanical Conservatory*

*These assets were identified as high priorities based on the timing of construction/redevelopment, as their reopening presents an opportunity to increase marketing value for the facilities.

Medium priority opportunities included satellite arenas, stadia and baseball diamonds.

Administration has conducted preliminary due diligence reviews on the recommended high and medium priority assets. No immediate barriers were identified to pursuing naming rights for these assets. With approval to proceed, additional due diligence will be conducted for facilities with existing resident user group agreements that include privileges that may overlap with typical naming rights benefits, and for facilities that include historical or legacy names. Should due diligence identify that it is not feasible to continue to pursue naming rights for an asset, it will be removed from the plan. Updates will be provided to Council as needed, and additional approvals will be recommended where required to move forward.

Three Year Implementation Plan

Administration is recommending a 3-year implementation plan that allows the City to be strategic in the implementation of naming rights. The proposed phasing of opportunities considered factors such as internal capacity, existing agreements and due diligence needs, opportunities related to redevelopment and new construction, and a gradual approach to implementing naming rights within existing and anticipated sponsorship campaigns.

While various tiers of naming rights may be sought for these assets, primary naming rights will be pursued first as these hold the highest value and may include negotiated terms that impact the terms of lower tier naming rights. Primary naming rights will typically be in place for an extended period, i.e. 5 to 15 years.

Administration is recommending that initial naming rights opportunities be phased in over 3 years as follows:

Year	Plan
2025	Pursue naming rights for: <ul style="list-style-type: none"> • Canada Games Complex • Centennial Botanical Conservatory • Proposed Multi-Use Indoor Turf Facility Conduct further due diligence and prepare for: <ul style="list-style-type: none"> • Fort William Gardens • Delaney Arena & Fort William Stadium • Satellite Arenas • Port Arthur Stadium
2026	Pursue naming rights for: <ul style="list-style-type: none"> • Fort William Gardens • Delaney Arena & Fort William Stadium • Satellite Arenas • Port Arthur Stadium Prepare for: <ul style="list-style-type: none"> • Prince Arthur’s Landing Festival Area
2027	Pursue naming rights for: <ul style="list-style-type: none"> • Prince Arthur’s Landing Festival Area (aligned with reopening plans) • Other mid-level priorities (e.g. baseball diamonds)

Additional naming rights opportunities may be pursued beyond this initial plan, subject to required approvals.

Approval Process

Per the Sponsorship & Naming Rights Policy 01-08-14 and the Civic Naming Of Streets, Buildings, Structures And Recreational Facilities Policy 02-02-14 City Council has the authority to approve the naming of City facilities and parks.

Relevant Department Commissioners have the authority to seek concept approval from City Council prior to initiating negotiations with a potential sponsor for naming rights; identify sponsorship/naming rights opportunities that may be sensitive in nature and require additional approvals; approve sponsorship/naming rights agreements that do not involve naming of facilities or parks (i.e. non-primary naming rights for aspects of facilities/parks and naming of assets that are not facilities/parks); and delegate this authority to relevant Director, Manager, or Supervisor as applicable.

Communications

Naming rights opportunities will be publicly advertised. Where necessary, there may be targeted communications with resident user groups and other stakeholders regarding the project, for example where there is legacy naming associated with a particular group.

Members of Administration involved in sponsorship and naming rights will also communicate at least annually to review plans, valuation and benefits in the interest of consistency and best benefit for the corporation.

FINANCIAL IMPLICATION

Financial implications are subject to successful engagement of naming rights sponsor(s), the number of assets for which naming rights are sold, negotiated values of each agreement, and any associated implementation expenses (e.g. signage and other related collateral in the first year of the sponsorship).

A target of \$25,000 net revenue has been included in the 2025 operating budget. This target will be adjusted accordingly in future years based on the outcomes of the naming rights project. Naming rights revenue is typically applied to operating costs. As such, it may directly or indirectly offset equipment or facility renewal expenses and is therefore being considered as a potential revenue source within the development of the Asset Management Plan financing strategy.

CONCLUSION

It is concluded that the valuation analysis for naming rights opportunities is complete, and that naming rights can offer a new source of long-term revenue for the corporation.

It is further concluded that the proposed 3-year implementation plan will provide a phased-in, strategic approach to soliciting naming rights for priority assets that is advantageous for the City to pursue starting in 2025 and therefore that Administration should be authorized to pursue naming rights for the recommended assets.

BACKGROUND

In recent years, the Recreation & Culture Division has been investigating ways to offset facility and program operating costs through alternative revenue generation. This includes static and digital advertising, grants, donations and sponsorships.

In 2023, City Council approved a Sponsorship & Naming Rights Policy (Report 102-2023 Community Services / Recreation & Culture), which provides guidance with

respect to the development and management of sponsorship and naming rights agreements between sponsors/naming rights holders and the City of Thunder Bay.

While the City of Thunder Bay has not actively pursued naming rights sponsorships for facilities to date, other municipalities have had success with adding naming rights opportunities to sponsorship packages, given the long-term and relatively low-maintenance source of revenue that have helped offset operating costs. For example, the City of Kenora secured \$700,000 in naming rights sponsorships for three recreation and tourism facilities since 2022.

In 2024, the Recreation & Culture Division engaged Performance Sponsorship Group through a Request for Proposals to conduct a valuation of recreation and parks assets to continue the process of exploring naming rights.

REPORT PREPARED BY:

Callie Hemsworth, Coordinator – Planning, Projects & Development – Community Services Department

Leah Prentice, Director, Recreation & Culture Division - Community Services Department

REPORT SIGNED AND VERIFIED BY:

Kelly Robertson, Commissioner, Community Services

Date (01/31/2025)



Memorandum

TO: Krista Power, Director – Legislative Services & City Clerk **FILE:**

FROM: Leah Prentice, Director
Community Services Department – Recreation & Culture Division

DATE: 01/27/2025 (mm/dd/yyyy)

SUBJECT: Presentation – Report 29-2025 Naming Rights Implementation Plan

MEETING & DATE: Committee of the Whole - 02/10/2025 (mm/dd/yyyy)

I respectfully request the opportunity for Judy Haber - Senior Partner and Tina Basic - Project Manager from Performance Sponsorship Group to provide a presentation to Committee of the Whole on February 10, 2025 in relation to Report R029-2025 Naming Rights Implementation Plan.

Thank you.

Corporate Report

REPORT NUMBER 012-2025-City Manager's Office

DATE

PREPARED December 17, 2024

FILE

MEETING DATE February 10, 2025

SUBJECT City Manager's Workplan

RECOMMENDATION

This report is for information only.

LINK TO STRATEGIC PLAN

The City Manager's Workplan addresses all pillars of the Maamawe, Growing Together – City of Thunder Bay Strategic Plan 2023-2027.

EXECUTIVE SUMMARY

2025, like past years, will be challenging. There is much to do and not enough time, people or money to get everything done. 2026 and 2027 will most certainly be the same. The risk is that if City staff try to do too much, at best, Administration will achieve mediocrity in its results. The customers – residents, businesses, and visitors – and staff deserve more.

Attachment A provides the City Manager's Workplan for the next three years. It is a document that is designed to recognize the time-consuming reality of delivery of services and programs, routine or current operations, and yet provide direction to ensure strategic thought, policy and plan development, special projects, and key initiatives occur. This is done by clearly identifying the necessary undertakings and setting appropriate priorities and timelines. This will ensure that staff can direct their energy toward the most urgent and important projects throughout the next three years.

This report is provided for information. It does not require the approval of Council since it is the workplan of the City Manager. However, and to be clear, this workplan shall be adjusted as and when required to satisfy the will and direction of Council. Having a baseline from which to adjust will help to inform Administration and Council alike, and

will help articulate the impact of new ideas and proposed changes to the overall workload of Administration.

DISCUSSION

Routine and/or current operations will continue. This includes but is not limited to: the provision of public safety services; the provision of water, waste-water treatment and other public works; growth and development activities; transportation services; environmental services; sports and recreation; fleet services and maintenance; finance and administrative services; infrastructure renewal; and corporate services (illustrated in some detail at Annex A of the attachment). Routine activities consume most of Administration's time and will continue to do so. Moreover, within these routine activities, there are many continuous improvement initiatives that have already been identified and, no doubt, more will become evident as the team continues to embrace a continuous improvement culture.

Therefore, when planning new initiatives and activities, Council and Administration must ensure that they have the capacity to complete them. Unlike large municipalities who have dedicated strategic planners and policy developers, in Thunder Bay, the managers charged with current or routine operations are the same people who must carve out time for emerging initiatives, special projects, strategic thought, and policy development. Clearly, there are more ideas than there is time, people, and money to implement them. The team must therefore have a mechanism by which to prioritize their work.

To manage this, the Executive Leadership Team (ELT) completed a robust and thorough evaluation of all major initiatives. A table within the Workplan captures the unique initiatives over and above the everyday tasks required to carry out service and program delivery, and supporting functions. For an initiative to be included in the table, it needed to satisfy certain requirements, namely:

- The initiative requires involvement of multiple City departments
- The initiative must have direct and significant impact on the community
- The initiative requires prolonged hours of involvement by all levels of the management team
- The initiative must conform to Council intent and/or direction as stated in other documents.

If an initiative does not meet the above requirements, it was considered routine operations. Routine tasks are outlined in the Workplan's Annex A.

Following consultation with ELT and the Senior Leadership Team, and based on Council's Strategic Pillars, Goals, and Objectives within the Strategic Plan, and further refined through Council direction and resolutions, a categorization system was created. Each major initiative was assigned to one of six tiers based on priority, time, budget, public involvement, and staffing availability.

The following classification system was used:

- Tier 1: Initiatives starting in 2025 or earlier, to be completed by the end of 2025
- Tier 2: Initiatives starting in 2025 or earlier, to be completed by the end of 2026
- Tier 3: Initiatives starting in 2026, to be completed within that year
- Tier 4: Initiatives starting as soon as possible, to be completed by the end of 2027
- Tier 5: Initiatives starting by 2027, with duration to be determined
- Tier 6: Initiatives to be undertaken as time permits

In addition to initiatives and routine operations, staff continues to work on several strategies that have been identified by legislation or Council direction over the years. Areas of continuous focus include accessibility, community safety and wellbeing, employee health and safety, indigenous relations and Truth & Reconciliation, net-zero and climate adaptation strategies, risk management and others.

The City Manager's Workplan will be reviewed periodically to keep it relevant and responsive to the City's and Council's evolving needs. Adaptability and agile responses are essential for success. From time-to-time adjustments will be made based on priorities and changing circumstances, as well as external factors such as shifting legislation and provincial policies. Furthermore, room has been left for adding new initiatives in 2027 and beyond.

Progress on the workplan will be provided to Council on a quarterly basis. This performance measurement will also be an opportune time to discuss, in a structured environment, required changes or adjustments to the workplan.

FINANCIAL IMPLICATION

The workplan itself has no financial implications. However, all the initiatives and actions within the workplan will need to be considered as part of future budget deliberations. All listed projects must be developed with affordability and sustainability in mind. Too often, grandiose projects with tremendous appeal never materialize because they simply cannot be appropriately resourced.

Items within 2025 have already been included in the annual capital and/or operating budgets, except for some of the anticipated growth initiatives. These will be considered for funding using the newly created Assessment Growth Reserve Fund.

CONCLUSION

Limited capacity reinforces the need for careful resource management and prioritization. The City Manager's Workplan is an overarching roadmap to help City leaders and their teams maintain focus on the most critical initiatives. It will also help inform Council, and will be used to enact changes in priorities, as directed by Council.

BACKGROUND

None.

REFERENCE MATERIAL ATTACHED

Attachment A – 2025-2027 City Manager’s Work Plan

REPORT PREPARED BY

John Collin, City Manager

REPORT SIGNED AND VERIFIED BY

John Collin, City Manager

Date (01/31/2025)

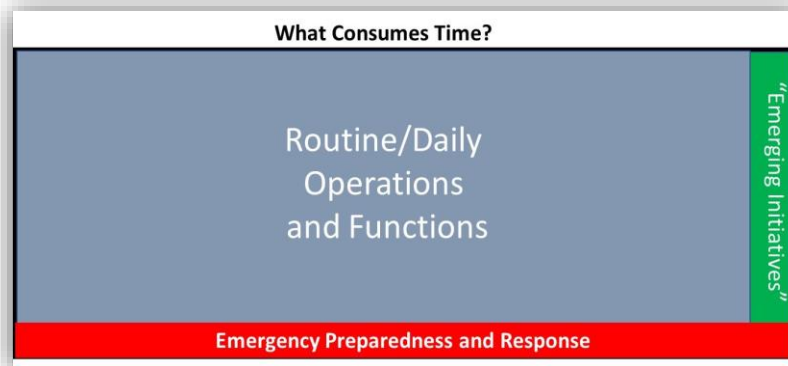
2025-2027 CITY MANAGER’S WORK PLAN

Introduction

2025, like past years, will be challenging. There is much to do and not enough time, people or money to get everything done. 2026 and 2027 will most certainly be the same. The risk is that if City staff try to do too much, at best, Administration will achieve mediocrity in its results. The customers (residents, businesses, and visitors) and staff deserve more. Thunder Bay is a wonderful city with tremendous potential. The team (Council and Administration) must focus their efforts on the most important areas in order to deliver outstanding results in a concerted and timely manner.

This document is designed to lay out the 2025-2027 Work Plan and, specifically, the unique major initiatives that are required over and above routine operations and administration. By remaining focused on these, staff will complete the most important work first and deal with other items thereafter; perhaps not even beginning to address them until 2027 or later. Respecting the priorities will make best use of resources (time, money and people) and will provide the opportunities Administration needs to move things along in a substantive manner.

A work plan consists of three distinct components. There is the routine work on operations (delivery of services and programs) and administration (support functions). There are emerging or new initiatives and there is emergency preparedness, which on occasion, leads to major emergency response. Most of the staff’s time will be spent conducting routine administration and providing services or programs to the community. This, in and of itself, can be all consuming. **The initiatives identified later in this document are in addition to that work.** We must also be able to deal with emergency or emerging situations. This is not a theoretical possibility but a very real one as floods, wildfires, cyber attacks, and the pandemic of the past years have made abundantly clear. Combined, all of this is the work plan – not just the initiatives discussed in this document. The simplified diagram below illustrates this.



Current as of 31 January 2025

In addition, when developing a workplan, it is important to recognize that we must be prepared to expect the unexpected. There will be changes to legislation and to provincial/federal policies and programs that will require Administration to commit time and effort to provide recommendations to Council on how to adapt to the changes; and then implement those changes. This is especially true in 2025 with the anticipated upcoming federal and provincial election campaigns.

Annex A shows a list of examples of routine administrative and operational tasks. It also highlights some key initiatives at department level that are not included in the corporate-wide list of initiatives that follow in this main body. The Annex is not designed to be all-inclusive. Rather, it is intended to be illustrative of the reality that with the small staff and limited budget that exists at the City, there is very little capacity to take on work associated with new ideas, strategic thinking and purposeful initiatives. Therefore, the time that is available must be carefully considered and resource management is the key to success. All managers have a role in the coordination and prioritization of the work to get the job done. Council has an even more important role in helping to keep the entire organization focused on the work plan commitments by managing the public perceptions and expectations of the achievable. Discipline is paramount.

As with all initiatives, those outlined in this document will need to be reviewed periodically to ensure they remain relevant. Staff must also retain an agile and flexible spirit since there will be unforeseen urgencies that will oblige changes to the work plan, perhaps “bumping” some of the pre-planned items listed within this document.

Setting the Priorities

First and foremost, everyone must recognize that routine operations will continue. This includes but is not limited to: the provision of public safety services; the provision of water, waste-water treatment, and other public works; growth and development activities; transportation services; environmental services; sports and recreation; fleet services and maintenance; finance and administrative services; infrastructure renewal; and corporate services (illustrated in some detail at Annex A). Routine activities consume most of Administration’s time and will continue to do so. Moreover, within these routine activities, there are many continuous improvement initiatives that have already been identified and, no doubt, more will become evident as the team continues to embrace a continuous improvement culture. **None of this required work is detailed in what lies ahead in this document.**

Therefore, when planning new initiatives and activities, Council and Administration must ensure that they have the capacity to complete them. Unlike large municipalities who have dedicated strategic planners and policy developers, in Thunder Bay, the managers charged with daily and routine operations are the same people who must carve out time for emerging initiatives, special projects, strategic thought and policy development. Clearly, there are more ideas than there is time, people, and money to implement them. The team must therefore have a mechanism by which to prioritize their work.

For this document, in consultation with the Senior Leadership Team and based on Council’s Strategic Pillars, Goals, and Objectives within the Strategic Plan, and further refined through Council direction and resolutions, a categorization system has been used to properly manage all the projects. The categorization level, or “Tier”, was determined by considering: priority; amount of time required

Current as of 31 January 2025

to complete; budget; scope of public consultation, involvement of the Province and other stakeholders; and availability of staff. As an example, a project could be a Tier 4 or 5 and yet be a top priority. Its less-timely Tier level might be a function of the scope of the project or when the expertise can be assigned to the project.

The following classification system is being used:

Tier 1. Initiatives that have already commenced or will commence in 2025 and aim to be completed before the end of the year.

Tier 2. Initiatives that have already commenced or will commence in 2025 and aim to be completed before the end of 2026. Most of the projects in this category are multi-year efforts.

Tier 3. Initiatives that will be undertaken in 2026 and completed in that year.

Tier 4. Initiatives that have commenced or will commence as soon as practical and aim to be completed before the end of 2027. Most of the projects in this category are multi-year efforts.

Tier 5. Initiatives that will commence no later than 2027. Duration to be determined, in some cases.

Tier 6. Initiatives that will be undertaken as (and if) time permits. In the latter years of this work plan, as part of the regular and recurring reviews, these items might be formally programmed.

2025 and 2026 (initiatives and routine activities) are over-programmed. This is intentional so that if something stalls for whatever reason, the staff can quickly shift to other projects. As 2025 and 2026 unfolds, adjustments will be made, based on Council's priorities and the ever-changing situation. There should be some flexibility to add additional items in 2027 and beyond. Adaptability and agile response are essential for success.

The Initiatives

Enumerating and prioritizing the routine tasks in service delivery and supporting functions (and the related continuous improvement initiatives) are not the purpose of this document. Most are illustrated at Annex A simply for awareness. What all employee groups do daily is also captured in several other source documents such as standard operating procedures, by-laws, regulations, policies, standing plans and directives, and through the application of common practices. The table that follows captures those initiatives over and above the routine activities and the routine improvement initiatives demonstrated at Annex A.

It is also important to note that not all aspects and objectives within "*Maamawe, Growing Together – City of Thunder Bay Strategic Plan 2023-2027*" have specific initiatives in this document. The way the City conducts daily operations and manages budgets will, in and of itself, contribute to the strategic objectives listed within the strategic direction.

For an initiative to be included in the list below, it must satisfy certain requirements. Otherwise, it is considered routine operations or routine continuous improvement:

- The initiative requires involvement of multiple departments within the City staff; and
- The initiative must have direct and significant impact on the community; and
- The initiative requires prolonged hours of involvement by all levels of the management team; and
- The initiative must conform to Council intent and/or direction as stated in other documents.

With the exception of preparation of the Budget, annually recurring items are not considered as initiatives but rather as routine operations. The budget is included as a key initiative since its development consumes many staff for many hours and its product drives (or restricts) all other possible initiatives and activities.

The table which follows also identifies the basis for inclusion of the initiative within the overall work plan of Administration. The reasons include:

- An identified best practice within corporations, with emphasis on successes within other municipalities;
- An identified emerging trend that shows potential;
- An element of the “*Maamawe, Growing Together – City of Thunder Bay Strategic Plan 2023-2027*”. Either a Strategic Value (Accountability, Continuous Improvement, Teamwork, Respect), or a Strategic Direction/Pillar (Maamawe – All Together, Safety and Well Being, Growth, Sustainability) or one of the specific subordinate Goals or Objectives;
- A Council resolution;
- Council intent as defined within other strategic documents, master plans, and direction; and
- Legislative requirement.

Ongoing Responsibilities

In addition to the initiatives that follow and our daily/routine operations, there are several strategies and work efforts that have been identified by Council over the years, and legislative requirements that remain in effect. Staff work continues on all these responsibilities, and it is important to capture their headings within this document as continued focus areas. In no priority, they are:

- Accessibility
- Asset management
- Community Safety & Well-being Plan
- Commercial Vehicle Operator's Registration (CVOR) performance
- Digital Strategy
- Diversity and equity
- Drug Strategy
- Electrification of fleet
- Health and safety
- Human Resources Strategy
- Indigenous Relations and Inclusion Strategy and advancing Truth & Reconciliation
- Legal compliance
- Legislative requirements/obligations
- Master plans
- Net-Zero and Climate Adaptation Strategies
- Protection of privacy and corporate records
- Risk management

All routine operations/activities, continuous improvement, and initiatives will be developed and executed with a focus on growth. The mindset and culture within Administration must be one where growth is paramount in our deliberations and deeds. Achieving acceptable growth targets will generate the revenue needed to consider all other things that are important to our community.

City Manager’s Work Plan – Initiatives List

Initiative	Comment	Basis for Inclusion	Tier	Estimated Completion	Lead
One-stop development shop	One phone number, one email, one location to address all development needs	Strat Goal “to make it easier to access City services”, and Strat Pillar for “Growth”	1	Q2 2025	Growth Department
Asset management plan phase 3	Identify proposed levels of service for all assets and a strategy to fund these at a sustainable level	Legislative requirement, and best practice, and Strat Value “Accountability”, and Strat Objective to “identify the community services that are priorities and provide them at a level we can sustain”	1	Q2 2025	Infrastructure and Operations Department
Council composition review	Review and recommend potential changes to Council composition for implementation in line with next municipal election	Council resolution	1	Q2 2025	City Clerk
Review of City governance model	Explore possible changes to processes, procedures and committee structures as continuous improvement	Council resolution, and Strat Value of “Continuous Improvement”	1	Q2 2025	City Clerk
City-wide Community Improvement Plan (CIP)	Required to determine appropriate incentives/programs to stimulate priority development projects	Legislative requirement if incentives are to be considered, and emerging trend, and Strat Pillar for “Growth”	1	Q2 2025	Growth Department
Naming rights strategy and plan	Revenue generation through corporate sponsorship of City facilities	Emerging trend, and best practice, and Strat Objective to “improve long term financial sustainability by maximizing return on community investments”	1	Q2 2025	Community Services Department
‘Smart’ growth action plan	In collaboration with CEDC, develop community action plan to spur growth. Comprehensive engagement with stakeholders	Best practice, and emerging trend, and Strat Pillar for “Growth”	1	Q2/3 2025	Growth Department

Initiative	Comment	Basis for Inclusion	Tier	Estimated Completion	Lead
10-Year financial plan	Strategy and plan to achieve long-term financial stability through disciplined financial stewardship. Will include long range objectives and targets.	Best practice, and Strat Value of “Accountability”, and Strat Objective of “improve long term financial sustainability by maximizing return on community investments”	1	Q3 2025	City Treasurer
Review of Central Support functions/supporting services for efficiencies	To find efficiencies in delivery of support services	Strat Value of “Accountability”, and Strat Goal of “plan and deliver cost-effective services”	1	Q3 2025	Director HR
Update corporate emergency management plan	To adopt the Incident Management System (IMS) and make other adjustments based on lessons learned on exercises/events	IMS is a best practice, Strat Value of “Continuous Improvement”, and alignment with other government departments and agencies	1	Q4 2025	Infrastructure and Operations Department
Budget 2026 – capital	To develop a two-year Capital budget	Emerging trend, and Strat Goal of “plan and deliver cost-effective services”	1	Q4 2025	City Treasurer
10-part plan encampment response	Primary focus is to help address the impacts on those experiencing homelessness. Secondary benefit of being able to better manage encampments	Council resolutions, and Strat Goal, to “improve access to supports for priority populations to narrow gaps in equity”	1	Q4 2025	Director Strategy and Engagement
Pool 6 vision and plan	Prime development opportunity. Last immediately available property for development on waterfront	Currently under development, and Strat Pillar of “Growth”	1	Q4 2025	Growth Department
Review of municipal enforcement framework, procedures and structure	Address gaps. Includes, as a first step, a third-party review of City animal welfare services	Strat Value of “Continuous Improvement”, and best practice and emerging trends	1	Q4 2025	Corporate Services Department
Review of paid parking framework and plan	To determine any adjustments required to current rules and rates	Strat Values of “Accountability”, and “Continuous Improvement”,	2	Q1 2026	Corporate Services Department

Initiative	Comment	Basis for Inclusion	Tier	Estimated Completion	Lead
		and Strat Goal of “plan and deliver cost-effective services”			
Arena renewal plan	Part of the overall asset management plan but considered a separate initiative due to unique considerations	Legislative requirement, and Strat Value “Accountability”, and Strat Objective to “identify the community services that are priorities and provide them at a level we can sustain”	2	Q1 2026	Infrastructure and Operations Department
Accelerate lead pipe replacement	Develop plan to accelerate lead pipe replacement program	Strat Pillar of “Safety and Well-Being”	2	Q1 2026	Infrastructure and Operations Department
Budget 2026 – operating	Annual requirement	Strat Value of “Accountability”, and Strat Goal of “plan and deliver cost-effective services”	2	Q1 2026	City Treasurer
Review public engagement framework	Address gaps	Strat Value of “Continuous Improvement”	2	Q1 2026	Director Strategy and Engagement
Develop strategic comms plan, including city branding	Required element for ‘smart’ growth action plan	Best practice, and Strat Pillar of “Growth”	2	Q1 2026	Growth Department
Signing authority by-law	Review and modify	Best practice, and Strat Value of “Accountability”	2	Q2 2026	City Solicitor
Urban design implementation review	Evaluate and develop strategies to leverage internal urban design, landscape architecture, and green infrastructure to improve City led development, and construction projects	Strat Value of “Continuous Improvement”, Strat Objective to “Support neighbourhood, streetscape, and commercial area beautification through updated design guidelines and policies”, and best practices in support of effective and sustainable growth	2	Q3 2026	Infrastructure & Operations Department
Vacant & dilapidated building program	Develop program and resources to address derelict buildings	Emerging trend, and best practice, and Strat Pillar of “Growth”	2	Q4 2026	Growth Department

Initiative	Comment	Basis for Inclusion	Tier	Estimated Completion	Lead
Software rationalization plan	Required to determine if all software applications are still required and meeting our needs. Also look for efficiencies	Strat Values of “Accountability” and Continuous Improvement”, and Strat Goal of “plan and deliver cost-effective services”	2	Q4 2026	Corporate Services Department
Develop a viable revitalization action plan for south urban core	Build on the 2023 Downtown Fort William Revitalization Plan	Council direction to re-vitalize urban cores as a priority has been re-affirmed on numerous occasions. Strat Pillar on “Growth”, and best practice to re-vitalize urban areas for successful growth	2	Q4 2026	Growth Department
Review of insurance program	Explore gaps, sustainability and possible options	Emerging trends, and Strat Value of “Accountability”	2	Q4 2026	City Solicitor
Develop improved contract management framework and process	Efficiency and effectiveness review	Strat Values of “Accountability”, and “Continuous Improvement”, and Strat Goal of “plan and deliver cost-effective services”	2	Q4 2026	Corporate Services Department
Create a viable comprehensive waterfront strategy and action plan	Consolidate into one plan all current initiatives and explore what else should be included	Council direction to further develop the waterfront as a priority has been re-affirmed on numerous occasions. Strat Pillar on “Growth” and best practice to enhance waterfront for successful growth	2	Q4 2026	Growth Department
One-stop customer service shop	Building on the One Stop Development Shop of 2025, one phone number, one email, one location for all customer inquiries and comments	Strat Value of “Continuous Improvement”, and Strat Goal of “plan and deliver cost-effective services”	2	Q4 2026	TBD
Rationalize growth function organizational structure	Current Growth Department structure in place for two years. As part of ‘smart’ growth plan, sustainable long-term staffing structure must be introduced	Strat Value of “Continuous Improvement” and Strat Pillar for “Growth”	3	Q3 2026	Growth Department

Initiative	Comment	Basis for Inclusion	Tier	Estimated Completion	Lead
Corporate performance management framework & dashboard	Develop a corporate model. None currently exists and all PM done at lower levels within Administration	Strat Values of “Accountability”, and “Continuous Improvement”	3	Q4 2026	Corporate Services Department
Review of supply management framework, processes and training, including change management	To address gaps and embrace best practices	Strat Values of “Accountability”, and “Continuous Improvement”	3	Q4 2026	Corporate Services Department
Land employment action plan	To have development ready industrial lands for potential new businesses, including consideration of creating an industrial park. Consider building on the 2020 Employment Land Strategy.	Enhanced readily available lands will likely be a part of the Smart Growth Action Plan and Strat Pillar of “Growth”	3	Q4 2026	Growth Department
Cyber risk and business impact assessment, and business continuity disaster recovery strategy, and incident response plan	Conduct a Cyber Risk and Business Impact Assessment and use result to develop a Business Continuity Disaster Recover Strategy and Incident Response Plan for City Departments to assist in the recovery of IT systems and facilitate business continuance in the event of a disaster or incident	Strat Values of “Accountability”, and “Continuous Improvement”	3	Q4 2026	Corporate Services Department
Budget 2027 – capital	To update the two-year Capital budget	Emerging trend, and Strat Goal of “plan and deliver cost-effective services”	3	Q4 2026	City Treasurer
Budget 2027 – operating	Annual requirement	Strat Value of “Accountability”, and Strat Goal of “plan and deliver cost-effective services”	4	Q1 2027	City Treasurer
Combined recreation, parks & facilities master plan	Cyclical review required of Recreation Facilities Master Plan, and no Council approved	Strat Value of “Continuous Improvement”, and Council resolution, and Strat Objective	4	Q1 2027	Community Services and Infrastructure

Initiative	Comment	Basis for Inclusion	Tier	Estimated Completion	Lead
	Parks Master Plan exists - opportunity to consolidate	to “improve long term financial sustainability by maximizing return on community investments”			and Operations Departments combined effort
Conduct municipal election	Takes over a year of focus by Administration	Legislative requirement	4	Q1 2027	City Clerk
Review District EMS stations	Improving emergency response capabilities and promotion of staff recruitment and retention through the consolidation and new construction of stations, along with the implementation of enhanced shift patterns	Strat Value of “Continuous Improvement”, and Strat Pillars of “Growth” and “Safety and Well-Being”	4	Q1 2027	Community Services Department
Transform transit:	To address gaps and better serve customer needs. In 3 phases	Strat Value of “Continuous Improvement”, and Strat Goal of “plan and deliver cost-effective services”	4	See below	Community Services Department
	Phase 1		1	Q4 2025	
	Phase 2		2	Q4 2026	
	Phase 3		4	Q2 2027	
Review strategic plan and establish council priorities	Inputs to be gathered from current Council and plan/priorities to be approved post municipal election	Best practice to have 10-year strategic plan, and 4-year priorities for Council that are nested within the 10-year plan	4	Q2 2027	Director-Strategy & Engagement
Corporate policy review	Review all policies to determine relevancy, currency and redundancies. Review to include an examination through an Indigenous equity/inclusion lens to identify systemic barriers within policies. Policies that are more appropriately procedures to be identified and adjusted accordingly.	Strat Values of “Accountability”, and “Continuous Improvement”	4	Q3 2027	Director – Strategy & Engagement

Initiative	Comment	Basis for Inclusion	Tier	Estimated Completion	Lead
Enhance corporate risk management program	To address gaps	Strat Values of “Accountability”, and “Continuous Improvement”	4	Q3 2027	Corporate Services Department
Establish electronic documents & records management system (EDRMS)	Required to properly manage all information retained by the City	Legislated requirement, and Strat Values of “Accountability”, and “Continuous Improvement”	4	Q4 2027	City Clerk
Complete development of suite of financial policies	In support of 10-year financial plan and to discipline City financial management	Strat Values of “Accountability”, and “Continuous Improvement”	4	Q4 2027	City Treasurer
Implementation of organics and automated handling	Broken into 4 parts:	Council resolution, and Strat Goal to “respond to the climate emergency through decisive action”	4	See below	Infrastructure and Operations Department
	Organics processing RFP award		1	Q2 2025	
	Soft launch of automated cart collection for garbage stream only		1	Q3 2025	
	Organics (Green Bin) program launch to single family houses		2	Q4 2026	
	Organics (Green Bin) program launch to multi family units		4	Q4 2027	
Develop viable comprehensive revitalization action plan for north urban core	Consolidate into one plan all current initiatives and explore what else should be included. Work to commence when south core revitalization plan nears completion	Council direction to re-vitalize urban cores as a priority has been re-affirmed on numerous occasions. Strat Pillar on “Growth”, and best practice to re-vitalize urban areas for successful growth	4	Q4 2027	Growth Department
Address housing	Ensure continued housing growth to satisfy demand	Council resolutions, and Strat Pillars on “Growth” and “Safety and Well-Being”	4	See below	Growth Department
	Affordable Housing Action Plan		2	Q1 2026	
	BFF Next Steps		2	Q1 2026	
	Resolve LPH way ahead		2	Q3 2026	
	HAF Next Steps		4	Q1 2027	
	“InterOcean” development/service extension		4	Q4 2027	
Fundamental review of divestment	Part of asset management but also a stand-alone initiative to	Emerging trend, and Strat Objective to “Improve long term	4	Q4 2027	Growth Department

Initiative	Comment	Basis for Inclusion	Tier	Estimated Completion	Lead
opportunities for City-owned assets	exhaustively explore strategic divestment	financial sustainability by maximizing return on community investments”			
Budget 2028 – capital	To update the two-year Capital budget	Emerging trend, and Strat Goal of “plan and deliver cost-effective services”	4	Q4 2027	City Treasurer
Budget 2028 – operating	Annual requirement	Strat Value of “Accountability”, and Strat Goal of “plan and deliver cost-effective services”	4	Q1 2028	City Treasurer
Fundamental review of agencies, boards and commissions	Efficiency and effectiveness review. Address gaps	Strat Values of “Accountability”, and “Continuous Improvement”	4	TBD	City Solicitor
Enhance Relationship with Fort William First Nation (FWFN)	Overall, improve collaboration with FWFN and work towards resolution of long-standing challenges/issues	Strat Pillar of “Maamawe – All Together”	1-4	Ongoing	Director – Strategy & Engagement
Transit Fleet Zero Emissions Transition Plan	Transition to electric buses. In Phases/Parts:	Emerging trend, and Strat Goal to “enhance safety and well-being at the community level through climate action and environmental design” and to “respond to the climate emergency through decisive action”	5	Completion TBD	Community Services
	Part 1 – Obtain first two full-size buses and five specialized buses		5	Q3 2028	Community Services
	Part 2 – Transit facility expansion		5	Q3 2028	Infrastructure & Operations
	Part 3 – Obtain additional electrified transit vehicles. Details TBD as part of transformation of transit initiative		5	TBD	Community Services
Renewal of rate supported financial plans	Three distinct financial plans required:	Strat Value of “Continuous Improvement”, and Strat Goal of “plan and deliver cost-effective services”	5	See below	Infrastructure and Operations Department
	Rate supported financial plan – Wastewater		4	Q4 2027	
	Rate supported financial plan – Solid Waste		5	Q4 2028	
	Rate supported financial plan – Waterworks		5	Q4 2028	

Initiative	Comment	Basis for Inclusion	Tier	Estimated Completion	Lead
Develop continuous improvement framework	Fully developed frameworks have been shown to be more effective than stand-alone CI initiatives	Strat Values of “Accountability”, and “Continuous Improvement”	5	TBD	Corporate Services Department
Office space optimization plan developed	City offices and work depots/facilities are not ideal. Too dispersed and functionality is deficient. Some work safety concerns	Strat Value of “Teamwork”, and Strat Goal of “Safety and Well-Being”	6	TBD	Infrastructure and Operations Department

City Manager’s Work Plan – Key Infrastructure Projects

Initiative	Comment	Basis for Inclusion	Tier	Estimated Completion	Lead
North core streetscape	Part of revitalization of north core	Council direction to re-vitalize urban cores as a priority has been re-affirmed on numerous occasions. Strat Pillar on “Growth”, and best practice to re-vitalize urban areas for successful growth	1	Q3 2025	Infrastructure and Operations Department
Renewal of Centennial Botanical Conservatory	Greenhouse renewal complete, renewal of display area underway	Strat Pillar of “Safety and Well-Being” and Strat Goal to “improve long term financial sustainability by maximizing return on community investments”	1	Q4 2025	Infrastructure and Operations Department
Victoriaville reimagined	Part of revitalization of south urban core	Council direction to re-vitalize urban cores as a priority has been re-affirmed on numerous occasions. Strat Pillar on “Growth”, and	2	Q4 2026	Infrastructure and Operations Department

Initiative	Comment	Basis for Inclusion	Tier	Estimated Completion	Lead
		best practice to re-vitalize urban areas for successful growth			
Construct multiuse indoor turf facility	Indoor facility to permit turf sports in inclement and/or cold weather, and for special events	Council resolution, and Strat Pillar of “Safety and Well-Being”. Enhanced sports and recreation facilities also likely part of ‘smart’ growth plan	2	Q4 2026	Infrastructure and Operations Department
McKellar Bridge EA and Design	Redundant structure to McKellar Island and bulk fuel farm identified as critical infrastructure	Strat Pillar of “Community Safety and Well Being” and “Growth”	4	Q4 2027	Infrastructure and Operations Department
District EMS stations	Required upgrades at multiple stations	Strat Pillar of “Safety and Well-Being”	5	Ongoing	Infrastructure and Operations Department
Complete marina park renewal	Re-orient features/facilities and enhance the public spaces	Council resolution	5	Q4 2027	Infrastructure and Operations Department
Northwest arterial	Required connecting road corridor to Provincial enhancements to Thunder Bay Expressway	Strat Goal to “plan and deliver cost-effective services”	6	Dependent on MTO schedule	Infrastructure and Operations Department
Design Police headquarters	Current Headquarters no longer meets the needs of the Police Service	Strat Pillar on “Safety and Well-Being”, and Council resolution	TBD	TBD	Infrastructure and Operations Department

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Advocacy

In addition to the initiatives identified above, there are key advocacy efforts required with the Government of Ontario and, to a lesser degree, with the Government of Canada. These should remain active and ongoing until satisfactory results are achieved.

Having too many “asks” of the other orders of government can cause lack of focus and make success more challenging to achieve. Therefore, working through the Intergovernmental Affairs Committee and ultimately for Council endorsement, a list of priority advocacy efforts will be developed.

Conclusion

This work plan is an extremely ambitious program that will require periodic additional guidance from Council to focus Administration’s efforts. The purpose of this document is to provide an overarching roadmap to help manage the work of the staff. Progress will be evaluated through performance measurement and adjustments will be made and effectively communicated as the team progresses through the years and through this heavy workload.

There will always be a desire to complete initiatives more quickly, but the reality is that this is not possible in most cases. This is why some items have been programmed over two years or for later years. Most initiatives require public consultation and the involvement of other stakeholders. This engagement is critical to success, but it also takes time and can therefore affect completion dates since consideration must be given to the schedule and workloads of other organizations, stakeholders, subject matter experts and consultants. Administration will work as hard and as efficiently as possible to complete the assigned tasks. Direction from the Senior Leadership Team will be provided as appropriate to the staff, based on Council priorities and direction, to keep the required focus and discipline.

This document will also be used to inform Council as they deliberate on new ideas or initiatives, in that the City Manager will be able to explain what may need to be delayed should Council wish to explore other projects.

In closing, everyone should recognize the tremendous work that has occurred in past years. As the team works its way through the 2025 and beyond, the challenge for leadership and management will be to ensure a work/life balance that maximizes outputs but that also cares for our people.

JC Collin
City Manager

ANNEX A

ILLUSTRATIVE LIST OF ROUTINE OPERATIONS AND ADMINISTRATION

Growth Department

- Develop, implement, and continuously refine the City's Smart Growth Plan, supporting alignment with the Corporate Strategic Plan and evolving trends.
- Identify and evaluate population growth strategies to attract new residents, enhance community well-being, and support financial sustainability.
- Conduct periodic reviews of demographic, economic, and environmental data to recommend adjustments to plans and policies.
- Establish and lead the Growth Task Force with business, development, institutional, and community sectors.
- Foster partnerships with Indigenous organizations, including but not limited to, Fort William First Nation, Nishnawbe Aski Nation, Métis Nation of Ontario, and Matawa First Nations Management.
- Maintain active relationships with the CEDC, other municipalities, government agencies, and external stakeholders to attract investment and exchange best practices.
- Develop and implement policies, directives, and programs to address slow population growth and rising costs.
- Monitor legislation, policies, and by-laws, recording, tracking, and proposing edits to support compliance and inform strategies.
- Collaborate with Corporate Communications, Development Services, and Corporate Strategy & Engagement on growth initiatives and community engagement.
- Collaborate with all City Departments on how Growth is being integrated into their workplans and projects
- Host or participate in stakeholder roundtables, public forums, and town halls to gather input and maintain alignment with community needs.
- Create and monitor key performance indicators (KPIs) for growth initiatives to evaluate success and identify areas for improvement.
- Seek external funding opportunities to support growth initiatives through grant proposals and applications.
- Work collaboratively with neighbouring municipalities to align on regional growth priorities and infrastructure needs.
- Conduct impact assessments for proposed growth policies to evaluate potential economic, social, and environmental effects.
- Attend ELT, Committee of the Whole, City Council, and interdepartmental meetings to provide guidance and advance growth-related agenda items.
- Respond to public inquiries, media requests, and Council inquiries related to growth, planning, and development matters.
- Prepare reports, presentations, and updates for the City Manager, Mayor, Council, and the public on growth initiatives and outcomes.
- Oversee operating and capital budgets, supporting alignment with growth priorities and fiscal responsibility.

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- Manage recruitment, performance, and professional development of staff, promoting a healthy and equitable workplace culture.
- Fulfill PACT Program requirements for non-union/managerial staff, including goal setting and performance reviews.
- Lead growth-related programs, such as Eye on the Street, including agreements and reports.
- Produce annual reports to Council and hold bi-annual Eye on the Street Advisory Committee meetings.
- Scan for emerging best practices, funding programs, and innovations to enhance the city's resilience and competitiveness.
- Recommend and implement improvements to policies, processes, and operations to strengthen the city's attractiveness.
- Hold weekly Director meetings, monthly management team meetings, and bi-monthly one-on-one sessions with Directors.
- Participate as a member of NOMA and NOLUM to advance regional growth initiatives.

Communications & Public Relations

- Develop and implement the City's brand strategy to enhance Thunder Bay's reputation locally, nationally, and globally.
- Lead crisis communication efforts during emergencies, serving as the Public Information Officer and supporting timely and accurate updates to the public.
- Provide strategic guidance on public engagement initiatives, utilizing digital platforms, traditional media, and in-person events to foster transparency and inclusivity.
- Oversee the development and maintenance of communication policies, including the corporate visual identity and public information systems, supporting consistency and alignment with the City's strategic goals.
- Prepare and deliver reports, briefings, and presentations for Council, the Executive Leadership Team, and other key stakeholders to communicate progress on initiatives and priorities.
- Coordinate and execute high-profile public relations campaigns to promote municipal programs, services, and growth initiatives.
- Manage relationships with regional and national media outlets, acting as the primary spokesperson and supporting accurate representation of City matters.
- Develop and execute integrated communication plans for major City projects, such as the Smart Growth Plan, infrastructure developments, and public safety initiatives.
- Monitor and analyze media coverage, public opinion, and stakeholder feedback to inform communication strategies and adjust messaging as needed.
- Oversee the design and implementation of the City's digital and social media strategies, optimizing engagement through innovative tools, platforms, and analytics.
- Facilitate public engagement activities, including town halls, online surveys, and community workshops, to gather input on key initiatives and policies.
- Collaborate with internal divisions, such as Development Services and Corporate Strategy & Engagement, to support alignment of messaging and effective dissemination of information.

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- Manage emergency communication planning and execution, including preparation of public notices, coordination with emergency services, and post-incident communication analysis.
- Provide internal communication support to inform staff about corporate initiatives, updates, and training opportunities.
- Develop targeted communication strategies for diverse audiences, tailoring messaging to meet the needs of various community groups and stakeholders.
- Supervise and mentor divisional staff, overseeing performance management, professional development, and recruitment processes.
- Administer the divisional budget, supporting effective allocation of resources to support communication priorities.
- Coordinate major news conferences and public events, supporting alignment with the City's branding and strategic objectives.
- Lead market research efforts to develop Thunder Bay's value proposition and target audience strategies, promoting the city as a premier destination for investment and growth.
- Evaluate the effectiveness of communication programs and services, identifying opportunities for improvement and innovation.
- Maintain an emergency communication plan, including regular updates and training for staff to support preparedness.
- Support interdepartmental initiatives, such as the Community Safety & Well-Being Plan and the Net-Zero Strategy, by providing communication expertise and public outreach support.
- Develop and administer public education campaigns, raising awareness about City initiatives, programs, and services.
- Produce and distribute regular communication materials, such as newsletters, press releases, and social media updates, to keep the public informed.
- Draft and distribute media releases, advisories, and public notices.
- Write, edit, and approve media quotes and official statements for media engagements.
- Respond to media inquiries, prepare proactive messaging, and coordinate appropriate spokespersons.
- Track and monitor media coverage, providing summaries and distributing relevant articles to internal departments.
- Provide media coaching and interview preparation for City officials and staff.
- Manage and coordinate media events, including press briefings and public announcements.
- Develop speaking notes, letters, and official statements for the Mayor and Council members.
- Provide strategic communication support and counsel to Members of City Council and the Executive Leadership Team.
- Manage public notifications, bulletins, newsletters, and email campaigns, ensuring consistency with the Corporate Visual Identity Guide.
- Review and edit content for grammar, tone, and accessibility compliance under AODA standards.
- Update the website with critical public notices, service changes, and policy updates.
- Create and manage promotional materials and content to support municipal programs and services.
- Draft and post updates across official social media platforms, including monitoring and responding to public comments and inquiries.

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- Provide moderation and proactive responses to emerging issues on social media.
- Monitor and analyze social media performance metrics and adjust strategies accordingly.
- Develop and distribute internal newsletters, such as CityDailies, and all-staff communications.
- Support the City Manager with monthly video updates, bulletins, and City-wide staff communications.
- Facilitate internal communications between departments and divisions to ensure alignment on corporate messaging.
- Draft, edit, and review web content while maintaining accessibility and design standards.
- Manage the City's website infrastructure and support technical updates in collaboration with IT.
- Provide training for staff on content management systems and website standards.
- Plan and coordinate public meetings, engagement forums, and stakeholder consultation events.
- Manage the public engagement platform, including staff training and public outreach strategies.
- Develop public consultation surveys and analyze feedback for reporting to decision-makers.
- Act as the Public Information Officer during emergencies, including the preparation and release of timely communications.
- Draft and distribute emergency notifications and updates during crisis situations.
- Participate in emergency preparedness exercises and simulations with the Municipal Emergency Control Group.
- Develop and produce creative communication materials such as infographics, brochures, and reports.
- Oversee content creation for promotional videos, including scripting, filming, and editing.
- Manage relationships with external creative design agencies and approve deliverables in line with City standards.
- Conduct branding and accessibility audits to align with the Corporate Visual Identity Guide and AODA compliance.
- Monitor and analyze website, social media, and engagement analytics for performance reporting.
- Develop and present performance dashboards and communication metrics to senior leadership.
- Develop and implement comprehensive communication strategies for major City initiatives and projects.
- Identify and manage sensitive or controversial topics with proactive communication strategies.
- Provide communication support and messaging for issue management and public relations challenges.

Development Services

- Provide customer service through walk-up counter services, phone calls, emails, and in-person/virtual meetings.
- Assist the public and building community with inquiries related to building permits, planning applications, and realty services.
- Administer and implement the Housing Accelerator Fund Action Plan to advance affordable housing initiatives.
- Conduct and manage various plans and studies, including:
 - Community Improvement Planning (Strategic Core Areas, Housing, and Growth).
 - Archeological Management Plan.
 - Downtown Fort William Strategic Renewal Plan.
 - Urban Design Guidelines Implementation.
 - Employment Lands Strategy.
 - Housing Land Needs Study and Strategy.

Current as of 31 January 2025

- Oversee Building Services and compliance with the Ontario Building Code, Building Code Act, and Zoning By-law, including plans examination, issuing permits, and conducting inspections.
- Administer the Backflow Prevention Program, including device inspections, renewal notices, and test report reviews.
- Develop and implement land use controls as required under the Planning Act, including maintaining and amending the Official Plan and Zoning By-law.
- Process planning and development applications, including amendments, subdivisions, and site plans, providing recommendations to City Council.
- Administer the Committee of Adjustment, including applications for consent to sever lots and minor variances.
- Monitor and make available an adequate supply of developable land for residential and employment purposes.
- Comply with legislative changes such as the Building More Homes Faster Act (Bill 185) and the Provincial Policy Statement (2024).
- Develop, administer, and report on Community Improvement Programs (CIPs) to revitalize strategic core areas, housing, business, and industrial growth:
 - Airport Development CIP (2019).
 - Strategic Core Areas CIP (updated 2020).
 - Housing CIP (2024).
 - Heavy Industrial CIP (2025).
- Manage Realty Services, including the strategic management of City real estate assets, land development projects, and real estate transactions for opportunity lands.
- Conduct risk management for the City's vacant land inventory and facilitate commercial/industrial land access.
- Oversee the annual vesting and management of unsuccessful tax sale properties, including demolition projects.
- Facilitate building and development projects by coordinating with public utilities, Thunder Bay Fire Rescue, and other departments.
- Post information bulletins and updates to the building community via thunderbay.ca.
- Optimize business processes to enhance service delivery and efficiency, including implementing the One Stop Development Shop initiative.
- Conduct research, develop recommendations, and implement actions from the Let's Build Thunder Bay Stakeholder Roundtable.
- Develop and evaluate RFX processes for vendor selection and contract management.
- Prepare and administer annual operating and capital budgets, monitor revenues, and manage expenditures.
- Review and analyze quarterly variance reports to support fiscal accountability.
- Mentor, coach, and train staff, fostering professional development and maintaining designations.
- Oversee recruitment, onboarding, and workforce planning to maintain staffing levels.
- Manage labour relations, including grievances, performance management, and attendance management.
- Administer disability management programs (STD, LTD, WSIB).
- Advance service digitization and automation through the AMANDA system (Releases 3, 5, and 6).
- Support housing initiatives and participate in the Mayor's Taskforce on Building More Homes Advisory Committee.
- Lead strategic city-building and predevelopment projects, including managing capital projects for vacant land inventory.
- Implement and maintain a Digital Development Dashboard to enhance transparency and data-driven decision-making.

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- Oversee studies and initiatives supporting development opportunities and compliance with asset retirement obligations (PS 3820).
- Review and develop pathways for managing the Black Ash species designation as endangered.
- Manage vendor and consultant projects, supporting timeframes and deliverables are met.
- Facilitate major industrial and business developments by liaising with external stakeholders.
- Implement Zoning By-law and Official Plan amendments aligned with legislative changes and growth strategies.
- Archive and digitize records to support digital strategy initiatives.
- Maintain and distribute meeting minutes and other documentation to support transparency and accountability.
- Participate in projects by professional organizations and advocacy groups.

Strategy & Engagement

- Director represents the City as the lead and signatory on the Ontario Health Team, fostering collaboration to enhance community health and well-being.
- Director participates as the City Council-appointed representative on the Board of Health, addressing public health priorities and initiatives.
- Director co-leads the City's Employee Safety Task Force, focusing on workplace safety and wellness programs.
- Launch and maintain a dashboard for workflow management and implementation tracking of the Corporate Strategic Plan.
- Provide bi-annual reports to Council on the progress of the Corporate Strategic Plan implementation.
- Conducts the biennial Citizen Satisfaction Survey and reports findings to Council to inform City services and initiatives.
- Director leads the Oversight Committee to support compliance with the Memorandum of Understanding with Lakehead University and develop a new MOU with Confederation College.
- Disburse annual Clean, Green & Beautiful grants to support neighborhood beautification projects, with the Director serving as the Administrative Lead on the Clean, Green & Beautiful Committee.
- Implement and review the Indigenous Relations & Inclusion Strategy to promote reconciliation and collaboration with Indigenous communities.
- Lead the Anti-Racism & Inclusion Accord Working Group, fostering policies and initiatives to address systemic inequities.
- Develop educational and guiding materials related to Truth & Reconciliation to support City-wide training and awareness.
- Support the delivery of corporate training related to Indigenous Cultural Awareness to build understanding and inclusivity.
- Lead and support the Indigenous Advisory Council, facilitating collaboration and representation in municipal initiatives.
- Strengthen pathways for Administration to engage with the Indigenous Advisory Council for input, advice, and guidance on key corporate projects and initiatives.
- Support regular strategic meetings between Fort William First Nation Administration and City Administration to advance shared priorities.
- Establish and maintain good relationships with Indigenous governments, organizations, and individuals.
- Complete a review of City policies and procedures to enhance accessibility and inclusivity for Indigenous and marginalized community members.

Current as of 31 January 2025

- Organize and support key community-building events, including Family Day Powwow, National Indigenous People's Day, National Day for Truth & Reconciliation, MMIWG Day, Louis Riel Day, Indigenous Veterans Day, Community Safety & Well-Being Forum, Mayor's Community Safety Awards, Anti-Racism & Equity Annual Summit, Mayor's Monarch Pledge, Arbour Day, Energy Summit, Active Community Challenge, City Hall Sounds, Rockin' Recovery, Annual Harm Reduction Conference, and International Overdose Awareness Day.
- Implement and review the Community Safety & Well-Being Plan, coordinating the Advisory Committee and providing annual updates to Council.
- Support community events hosted by external partners to strengthen local engagement and collaboration.
- Lead the Anti-Racism & Equity Advisory Committee, including delivering annual progress reports to Council.
- Administer funding agreements to support Incident Reporting & Referral Services through Lakehead Social Planning Council 211 North.
- Continue integration of CityStudio projects between post-secondary institutions and City/Community Organizations.
- Support community/post-secondary events including the Academic Showcase and Research & Innovation week.
- Participate in the CityStudio research project Steering Committee to advance innovation and collaboration.
- Review the United Nations Sustainable Development Goals and conduct Voluntary Local Reviews (VLR) to measure progress.
- Develop Community Impact Framework to assist with consistent data review for the VLR.
- Support the Youth Gang Prevention Project, in partnership with the Recreation & Culture Division, to address community safety challenges.
- Support the Community, Youth & Cultural Funding Program to promote cultural and social development.
- Participate on the Action Tables of the Community Safety and Well-Being Advisory Committee to implement targeted initiatives.
- Lead and support the Drug Strategy Implementation Panel and its working groups to address substance use challenges.
- Implement and review the Drug Strategy Plan and provide annual progress updates to Council.
- Co-lead the Opioid Surveillance & Response Task Force to monitor and respond to opioid-related issues.
- Co-lead the Housing & Homelessness Coalition to address housing and shelter needs in the community.
- Lead the Drug Strategy Community Partnership Funder's Panel, including hosting annual update meetings, administering invoices, and renewing partnership agreements.
- Lead the City's response to encampments; keep abreast of legislative and judicial developments related to encampments at the municipal, provincial, and federal levels of government.
- Review and support the implementation of the Respect Initiative to foster inclusivity and respect in community interactions.
- Support the United Way Planet Youth Project to address youth engagement and development.
- Collaborate with key community partners, including, but not limited to Fort William First Nation, Métis Nation of Ontario, Red Sky Metis Independent Nation, Urban Aboriginal Advisory Committee, Diversity Thunder Bay, Thunder Bay & Area Food Strategy, Age Friendly Thunder Bay, Poverty Reduction Strategy, Food Access Coalition, Confederation College, NOSM University, EcoSuperior, Urban GreenScapes, Northwest Climate Gathering, Seabin, Lakehead University, Thunder Bay Climate Transitions Collaborative, Environment North, Rotary, Thunder Bay Repair Café, Walk or Wheel Thunder Bay

Current as of 31 January 2025

- Administer funding agreements and monitor reporting for Age Friendly Thunder Bay, Thunder Bay Poverty Reduction Strategy, and Thunder Bay & Area Food Strategy.
- Implement the community-wide Net-Zero Strategy to advance environmental sustainability.
- Provide annual reports to Council on the progress of implementing the Net-Zero Strategy.
- Administer the Home Energy Retrofit Program to support energy efficiency initiatives.
- Support the EarthCare Advisory Committee to advance sustainability goals.
- Administer an education campaign for the Boulevard Garden & Maintenance By-Law to promote community beautification.
- Participate in the Thunder Bay Climate Transitions Collaborative to address climate resilience and sustainability.
- Maintain city-wide greenhouse gas inventory, including ongoing research into new inventory tools and technology.
- Review and make comment on proposed changes in zoning and development.
- Provide resources on “green” building standards to developers.
- Enhance Indigenous recruitment and retention in collaboration with Human Resources Division.
- Develop and implement practices that enhance inclusion and training, such as Elder/Smudging/Sacred Fire Protocols, Land Acknowledgment, and Indigenous Engagement Guides.
- Act as a resource for Indigenous cultural competency, diversity, and anti-racism training, and related workplace programs and initiatives.
- Implement relationship agreements by analyzing and developing work plans to operationalize City-signed relationship agreements.
- Provide strategic leadership, expertise, support, and guidance on Indigenous matters to the City Manager and Executive Leadership Team.
- Provide leadership, expertise, and guidance that align with the Truth and Reconciliation Commission (TRC) recommendations, 7 Youth Inquest Recommendations, the Calls for Justice of the Missing and Murdered Indigenous Women and Girls (MMIWG), along with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) to develop and provide input to effective municipal policies, programs, services, initiatives, projects, and priorities to strengthen relationships with Indigenous communities and organizations.
- Collaborate with the urban Indigenous community/partners and participate in research and inclusive, equitable transparent community engagement to develop and recommend plans.

Department Priority Projects

- Workforce Development: Collaborate with partners to strengthen workforce development through advocacy and partnerships to promote skilled trade employment opportunities.
- Streamline Development: Evaluate options to streamline development through further delegating authority.
- Accounting Standard PS 3820: Development Services will work with Finance to develop and framework to comply with new accounting standards under PS 3820.
- Strategic Plan Dashboard: Launch and maintain a dashboard for workflow management and tracking the implementation of the Corporate Strategic Plan.

Current as of 31 January 2025

- City Engagement Framework: Update and implement the City's Engagement Framework to enhance public involvement and transparency.
- Corporate Climate Lens: Develop a climate lens for corporate-wide use to integrate sustainability into decision-making.
- Website and Public Engagement Software: Update the content management system for the City's website and the online public engagement software.

Corporate Services Department

Finance

- Direct, review and manage financial information and systems for the Corporation
- Direct financial processes/policies/procedures for the Corporation
- Maintains thorough knowledge of relevant legislation, regulations, and by-laws governing Municipal operations
- Prepare financial statements and reports
- Includes research, analysis and preparation of financial information in accordance with new and upcoming PSAB accounting standards for inclusion in the financial statements
- Council Remuneration Reporting
- Responsible for the management of the general ledger chart of accounts for the Corporation - Monthly reconciliations of various accounts and review of general ledger for accuracy
- Assistance with corporate implementations to SAP system
- Maintenance of Operating and Capital Budget systems
- Provide technical expertise/guidance related to finance and accounting
- Overall responsibility for financial internal controls
- Budget – Preparation, Review and Presentation, Budget Directions and Forecasting, Plan budget calendar, Liaison with outside board/agencies, ensure appropriate funding sources/financing, Long Term Financial Overview
- Quarterly Variance Reporting
- Accounts payable cheque and EFT processing and audits
- Payments for petty cash/change funds
- Proper review and input for travel claims and expenses for Corporation and outside boards
- Updates of vendor master data for address, banking, contact information, etc.
- Maintaining filing system for vendor invoices and expense claims including annual archiving
- Maintaining up to date signing authority approvals for corporation
- Monitoring and ensuring garnishment payments as requested by CRA
- Manage and administer point of sale systems
- Preparation of monthly bank reconciliations
- Bank transfers, safekeeping of records
- Cashflow management

Current as of 31 January 2025

- Administrator of the Corporation's electronic web-based banking solutions - Assigns, monitors, and maintains security access and rights and provides technical guidance to users.
- Manage and administer Corporate Master Card systems (BMO Spend Dynamics)
- Provides guidance and assistance to Municipal staff as it relates to banking transactions
- Oversight for petty cash custodians throughout corporation
- Participate in data collection and review of credit rating agency annual reporting process and press release
- Investment of short- and long-term funds
- Preparation and control of the Corporation's investment policy
- Preparation of monthly investment reconciliations
- Oversees the establishment, maintenance, management and accounting of Reserves and Reserve Funds
- Maintain reserve and reserve fund commitments and oversee that contributions and withdrawals are in accordance with the Reserve and Reserve Fund by-law
- Oversees the preparation of documentation for debenture issues
- Ensure borrowing(s) are within the limits set out in the Debt Management Strategy
- Issuing debentures, and liaising with Infrastructure Ontario
- Manage Internal Loans
- Accounting for Tangible Capital Assets (TCA) - Maintain City Wide software for TCA and maintain asset registry
- Maintain records pertaining to Asset Retirement Obligation (ARO)
- WBS/Project Management – Appropriations and annual funding of capital projects in SAP
- Asset Management Plan - Includes information on Infrastructure Deficit
- Participates in Asset Management Steering Committee
- Corporate Financial Statement close process
- Financial Statements – Consolidated Financial Statements, PSAB Financial Statements, Fund Financial Statements, Trust Fund Financial Statements, numerous small audited and internal year end files
- HST monthly filing - Responsible for the accurate and timely processing of commodity tax returns, ensuring compliance with legislative requirements and communication of commodity tax rules to all affected City departments
- CRA reporting (T2)
- Coordinates, oversees, reviews and verifies the accuracy of regular commodity tax reviews
- Audit Coordination and Management, including Interim Audit
- Liaises with federal and provincial auditors and City departments as required to assist in the completion of the reviews and audits
- Coordinate and prepare reports for Audit Committee
- Financial Information Return (FIR) – data collection, review and preparation
- Actuarial Valuations for post-employment benefits and WSIB – triannual requirement for updates but sometimes WSIB completed more frequently
- External Financial Reporting (funders/BAO etc.)
- Statistics Canada Surveys
- PCI Compliance – various members involved in governance of corporate compliance and required annual reporting to Moneris for Parking Authority SAQ

Current as of 31 January 2025

- Review and approval of reports to funders (PFT/CCBF etc.)
- Support Corporate Projects such as Tennis, Indoor Turf Facility, Thunder Bay Community Auditorium, Thunder Bay Art Gallery, Thunder Bay Community Tennis Centre etc.
- Review and assistance in development of Financial Plans prepared for various rate supported programs
- Monitor/Enforce agreements with outside agencies
- Funding agreements/payment management/approval
- Major Upcoming Projects/Changes: Accounts Payable Automation, Multi-year Budget, New Conceptual Framework

Revenue

Provincial Land Tax

- Administers the PLT program for properties in non-municipal areas within Northern Ontario on behalf of the Ministry of Finance in accordance with the obligations and responsibilities set out in the “Agreement for Provincial Land Tax Administration” between the City of Thunder Bay and the Ministry of Finance.

Billing and Collection Services

- Provides customer service through phone calls, emails, and counter service by appointment
- Assists the public with inquiries related to general accounts receivable, tax and water billing and collections, and related program applications
- Administers and completes timely tax and water/wastewater billing in accordance with the Municipal Act, 2001 and applicable by-laws
- Maintains revenue billing and receivable systems for address changes, ownership changes, and other assessment roll maintenance
- Develops, administers, and manages the Municipal Accommodation Tax program
- Develops and administers processes and reviews applications under Section 357 & 358 of the Municipal Act, 2001
- Collects payments and administers contract compliance relating to payments under the Lead Pipe Loan program
- Administers the financial rebate portions of the Airport Development Community Improvement Program and other Development Services community improvement programs
- Develops and administers the various tax and water credit/rebate programs
- Administers the tax registration and tax sale process in accordance with the City’s Credit and Collection policy and Provincial Legislation.
- Administers pre-authorized payment programs for property tax and water billings
- Develops, implements, and monitors the meter reading processes
- Completes tax and water certificates for sale of properties
- Administers and reviews tax reductions, assessment appeals and tax classification changes
- Participates in assessment review board hearings and other assessment appeal processes
- Develops, implements, and administers collection procedures relating to tax, water, accounts receivable and provincial offence fines

Current as of 31 January 2025

- Develops, implements, and administers payment processing and deposit processes for the Corporation
- Participates in planning and implementing short- and long-term goals and objectives of the Corporation while ensuring quality service
- Provides direction, training, support, and advice relating to the processing of accounts receivable to the user group within the Corporation
- Manages labour relations, including performance management, grievances, and attendance management
- Participates in recruitment, onboarding and workforce planning to maintain staffing levels
- Mentors, coaches, and trains staff
- Monitors and updates current policies and by-laws
- Monitors and updates website for division pages
- Participates in regular scheduled division, department, and corporate leadership meetings
- Annual BMA reporting
- Develops and administers the annual operating and capital budgets for the Division; approve expenditures, monitor revenues, and manage budgets in a manner consistent with the Division's operating objectives
- Develops and manages divisional RFPs as required
- Enforces by-laws, through administrative processes
- Responds to Council enquiries
- Director is a member of Job Evaluation Committees for union and non-union staff
- Director is a member of the Municipal Property Assessment Corporation Municipal Liaison Committee
- Director is a member of the Property Assessment and Taxation Municipal Advisory Committee
- Responds to media enquiries
- Develops and executes long term tax strategy
- Prepares information, reports and memoranda to Senior Administration, and Council; attends Council/Committee meetings, public hearings, community, and other public meetings as required; makes presentations and provides recommendations on matters pertaining to the Division.
- Consults with and responds to inquiries from internal divisions/departments, other municipalities and levels of government/agencies and various community leaders and groups

Court Services

- As set out in the Memorandum of Understanding with the Ministry of Attorney General, acts as agent for our Municipal Partners (municipalities in the Thunder Bay District) for the administration and court support for Provincial Offences matters (non-criminal offences)
- In administering the Provincial Offences Act (POA) Courts, court services office is responsible for scheduling trials, recording court proceedings, and receiving fine payments resulting from charges laid by the various police forces and enforcement agencies operating within the District.
- Upholds the decisions of the court by pursuing collection of unpaid Provincial Offence fines.

Current as of 31 January 2025

- Provides customer services via phone, email, and counter to general inquire and fine payments on provincial offences matters
- Schedules and supports provincial offences trials
- Schedules and supports walk in guilty plea appointments with the Justice of the Peace
- Accepts for filing of provincial offences Part 1 and Part 3 matters including charges, re-openings, and extensions of time to pay fines
- Convicts Part 1 matters under Section 9 of the Provincial Offences Act
- In conjunction with the Regional Senior Justice of the Peace office, participates in creating a court master plan for trial dates for the City of Thunder Bay and District
- Schedules special trial dates for provincial offences matters
- Processes appeals filed under Part 1 and Part 3 of the Provincial Offences Act
- Works in conjunction with the Ministry of Attorney General for matters concerning provincial offences legislation and processes
- Provides financial information to the municipal partners for budget purposes
- Manager is member of the Municipal Court Managers Association of Ontario
- Manages labour relations, including performance management, grievances, and attendance management
- Participates in recruitment, onboarding and workforce planning to maintain staffing levels
- Mentors, coaches, and trains staff

Corporate Information Technology

- Provide user-facing IT support, through Help Desk services including user account management, network file shares, file restores, and mobile device management.
- Maintain Corporate Computer Asset Management System,
- Develop and maintain training materials and conduct training.
- Administer network and application access and support for printing and scanning.
- Install business and enterprise software and automate associated deployment services.
- Provide reliable network connectivity for 1,500 endpoints between 60 sites utilizing 125 networking devices, including Firewalls, Routers, Switches and Wi-Fi access points.
- Maintain over 160 Windows Servers and more than 1,000 Windows Computers.
- Configure and manage software products (on-premises and cloud based) used for security, network, server and database administration both on-premise and cloud based.
- Manage the Corporate IT security portfolio, including security assessments, configuration, security monitoring, incident review, response and remediation.
- Manage the Corporate Datacentre(s) and Cyclical Upgrade of various computing infrastructure components.
- Work with business areas on project needs and assist with project intake requirements.
- Manage the project intake process and coordinate with Legal, Privacy and Supply Management as required.

Current as of 31 January 2025

- Lead both departmental and corporate wide IT projects and facilitate the use of IT project governance models including project teams, steering committees and coordinating groups.
- Work with business areas to perform business process optimization (current state analysis & future state analysis).
- Assist business areas with privacy questions and privacy design to ensure solutions adhere to defined corporate policies.
- Work with business areas to assist with PCI-DSS requirements.
- Review IT solution architecture for proposed projects to ensure compliance with defined standards.
- Develop In-house business solutions & applications including enhancements and cross application interface development.
- Develop custom reports and data visualizations.
- Provide technical support, development and integration services for all Enterprise and Departmental Business Solutions.
- Work with business partners and solution providers on regular maintenance and upgrade of third-party enterprise solutions.
- Maintain and upgrade the City's website infrastructure.
- Develop, maintain and enhance web-based application and service portals.
- Provide support for the Open Data Program and associated online portal.
- Provide oversight for the Corporate GIS Program including policy, procedure and guideline development.
- Develop, maintain and support GIS Solutions.
- Manage the GIS Infrastructure, including the Esri Suite of Products, the GIS Data repositories and associated network infrastructure.
- Manage Corporate software maintenance, contracts and use agreements including chargebacks to various business areas.

Supply Management

Procurement

- Conduct all competitive procurement processes (RFx), including Request for Proposals, Request for Tender, Formal Request for Quotation, Request for Information and/or Expression of Interest (Team averages more than 100 formal RFx per year)
- Utilizes electronic bidding sites, and other related tools, for posting and managing procurements.
- Conducting competitive procurement processes includes:
 - Working closely with department requesting the procurement
 - Review and provide input/guidance into the scope of work (terms of reference)
 - Plan out the process including steps and dates
 - Develop the evaluation criteria and scoring
 - Develop the bid price form
 - Support the development of any vendor performance process to be included
 - Develop the procurement document
 - Ensure ad is posted in newspaper
 - Post/Issue the procurement document
 - Manage the process, including questions/addenda, and any date changes
 - Review all bids for compliance

Current as of 31 January 2025

- Facilitate the evaluation process and summarize the results
- Capture all scoring along with all positive and negative comments related to scores
- Communicate with selected proponent
- Negotiate with selected proponent
- Collect all necessary documents from selected proponent, including but not limited to valid insurance certificate, WSIB clearance certificate, etc.
- Support and participate in larger contract agreement negotiations
- Perform risk analysis and develop mitigation options, and application thereof, including bid security, bonds
- Issue award (Purchase order, Formal Agreement, etc.)
- Communicate with unsuccessful bidders
- Prepare and provide debriefings to unsuccessful bidders
- Manage and communicate any disqualified bids, as well as bid disputes
- Ensure all relevant documents and e-mails are saved within procurement file
- Support all Departments' Contract Management, including:
 - Review, discuss, negotiate and extend contract renewals (option years), including documentation updating (Team conducts on average, more than 200 contract extensions per year)
 - Providing guidance, monitoring communications and performance
 - Reviewing vendor performance reviews/issues
 - Issuing formal communications with vendors
 - Facilitating meetings between vendors and Departments,
 - Leading Contract terminations.
 - Ensuring all relevant documents and e-mails are saved within procurement file
- Communicate, negotiate, and award option year contract renewals
- Review all departments' purchase requisitions and collected quotations for by-law compliance
- Process departments' purchase orders (Team averages more than 900 per year)
- Reconciles discrepancies between invoices and purchase orders.
- Expedites orders.
- Provide procurement advice and training to departments as needed or requested (procurement and software/SAP related)
- Communicate and provide procurement process and guidance to suppliers
- Provide outside groups with training on "how to conduct business with the City of Thunder Bay" (i.e. Chamber of Commerce, PARO group).
- Conducts market and industry research to identify standards, available suppliers, and fraudulent companies, etc.
- Interviews, corresponds, negotiates with salespeople/company representatives when needed.
- Maintains an awareness of price structures, Trade Agreements, relevant Legislation, Sales Tax, and other Tax applications.
- Authorizes and participates in emergency purchases of material, equipment, and services within established guidelines.
- Participates in capturing, maintaining all relevant procurement files, including procurement related statistics (i.e. KPI).
- Identifies opportunities to consolidate spend and competitively procure goods/services.
- Attend all relevant meetings related to departments and their procurement needs

Current as of 31 January 2025

- Attend all Corporate Services related management meetings
- Attend all relevant leadership meetings

Printing & Imaging Services

- Provide advice and strategize with departments related to their design and printed needs
- Provide graphic design services to departments
- Provide coping services
- Provide finishing services including, but not limited to: Laminating, hole punching, binding, calendars, pamphlets, posters, paper padding, duplicate carbon copies, reports (coloured or black and white)
- Provide sign making services, including: Street signs, road signs, aluminum or coloplast signs, custom signs, decals
- Review and order stock supplies as needed
- Receive and stock supplies into inventory
- Issue supplies to departments as requested
- Package and courier orders to requesting departments
- Provide quotations on graphic and print jobs
- Bill departments for jobs and/or supplies requested

Stores – Inventory & Distribution

- Orders necessary replenishment stock and or parts for inventory
- Receive shipments, verify order, enter stock into SAP, place inventory onto Store shelves
- Fill daily department requests from stock within Stores
- Identify stock location
- Withdraws stock requested from shelves
- Package/box orders requested
- Remove quantities from inventory (SAP)
- Courier order to requesting departments
- Maintain accurate records in accordance with established procedures.
- Creates requisitions and purchases items as required to maintain inventory at approved levels.
- Ensures cleanliness of equipment, storage areas, and sanitary handling of products, in accordance with health and safety and Ministry of Health regulations.
- Removes waste and maintains cleanliness in storekeeping areas in accordance with recycling procedures.
- Distributes inventory orders to departments/locations daily, across the City of Thunder Bay
- Distributes mail internally to departments/locations daily, across the City of Thunder Bay
- Collected archive boxes, as requested, and delivers to Archives.
- Reconciles computerized data with physical inventory.
- Processes orders and related paperwork for other divisions.
- Loads and unloads materials and supplies.

Current as of 31 January 2025

- Maintains the section's petty cash fund.
- Places and processes non-inventory orders with defined vendors, for other divisions.
- Updates and creates new SAP inventory files, as required.
- Assists in asset disposal and product return process.
- Operates assorted materials-handling equipment including forklift.
- Administers weigh scale process.
- Processes monthly accounts receivable billing.
- Prepares expediting report and follows-up on back orders.
- Liaises with Accounts Payable to resolve issues regarding inventory and payment irregularities; makes adjustments as necessary.
- Liaises with individuals, departments and suppliers on inventory issues including selection, quality and quantity.
- Process and upload daily fuel charges into SAP
- Reviews and investigates any discrepancies and making necessary corrections
- Monitor Fuel Farm areas for leaks and/or maintenance issues; calls in contractors for support as necessary
- Supports Engineering contracts by receiving and documenting incoming orders; and prepares materials for contractor pickups.
- Assists in the selling or disposing of surplus, obsolete or scrap material or equipment for all Civic departments.
- Ensures the prompt delivery and pick up of letters, parcels, printed and bulk materials among Civic offices and other agencies.
- Picks up, sorts and processes outgoing mail and parcels using such mailing equipment as is required; records and reports on mail volumes and costs, by user, and maintains postal meter postage.
- Delivers mail and parcels to Canada Post.
- Delivers Council and Committee agendas.
- Transfers archive record boxes between the City Archives and various departments.

Internal Audit

- Performs independent and objective assessments of the adequacy, efficiency, and effectiveness of the Corporation's internal control systems in accordance with established internal audit Charter and recognized Internal Audit professional practices and codes of professional standards.
- Audit Planning and Coordination: Develops a multi-year audit work plan using appropriate risk-based methodologies and presents it to the Audit Committee for approval on an annual basis.
- Assist in the investigation of significant suspected fraudulent activities within the organization and notify management and the Audit Committee of the results.
- Issues periodic reports to the Executive Management Team and the Audit Committee summarizing the results of internal audit activities, including findings, recommendations for improvement, management's response to recommendations and progress on implementation.

Current as of 31 January 2025

- Provides evaluation of the effectiveness of risk management, control and governance processes and provides recommendations for improvements.
- Provide recommendations to improve internal control systems; efficiency and effectiveness; policies, procedures and processes.
- Software Management: Oversee the use and maintenance of audit-related software and tools, ensuring they are up-to-date and effectively utilized.
- Maintain active relationships with the Municipal Internal Audit Association (MIAA), other municipal internal audit departments across Canada, and government agencies.
- Provide long term financial overview graphs and charts for annual budget deliberations using BMA Municipal Study report.
- Conduct annual Corporate Credit Card Compliance Audit and present report with results and recommendations to the Audit Committee in accordance with CTB corporate credit card policy
- Conduct quarterly Eye on the Street Audits in accordance with Code of Conduct Policy (established by City Council) and present report with results and recommendations to the Audit Committee and Eye on the Street Committee.
- Conduct field inventory audits of CTB stores Inventory throughout the year and present report with results and recommendations to the Audit Committee
- Continuous Auditing: Conduct Duplicate Payments to detect potential duplicate payments through various payment streams.
- Secure Payment Processing: conduct quarterly Departmental Point of Sale (POS) device checklist audits and follow up on non-compliance as per PCI requirements and Validation of PCI Training requirements to Commissioners
- Physical Security: conduct quarterly physical access audits in departments where cardholder data is processed or stored and report non-complaint findings and recommendations to Commissioners
- Follow-Up Past Audits: Review of prior audit reports and ensure the implementation of recommendations from previous audits have taken place or are in the implementation stage. Assess action plans and their effectiveness. Internal Audit is responsible for appropriate follow up on audit findings and recommendations. All audit reports / follow up reports are presented to the Audit Committee.
- Part of Payment Card Industry Data Security Standards (PCI-DSS) team (CIT, Finance, Internal Audit) that lead and ensure that CTB departments comply with the Standards. Meet on a bi-weekly basis.
- Policy Development and Data Security: Ensuring secure handling, storage, and transmission of cardholder data, maintaining updated PCI-compliant policies.
- Review and complete annual PCI Self-Assessment Questionnaires for the corporation.
- Liaison with outside consultant and PCI team on PCI requirements.
- Vendor Management and Physical Security: Review new and existing third-party vendors to ensure they comply with PCI standards and provide yearly an Attestation of Compliance
- Review new and existing software contracts with credit card payments to ensure they meet PCI standards.
- Physical Security: Audit physical access to areas where cardholder data is processed or stored and report non-compliance.
- Consult quarterly with PCI Departmental Coordinators group that are responsible for ensuring PCI compliance within their operations.

Licensing & Enforcement

Municipal Enforcement Services

- Delivers professional by-law enforcement services to the City of Thunder Bay within a 365 day a year operation. This service includes enforcement many different by-laws including but not limited to: Clean and Clear Yards By-law, Noise By-law, Fence By-law, Highway Obstruction By-law, Shopping Cart By-law, Idling By-law, Animal Keeping By-law, Wildlife Feeding By-law, Sign By-law, Graffiti By-law, Minimum Heat By-law, Property Standards By-law, Zoning By-law, etc.
- POA Offence Notices and Court Proceedings for violations of By-laws.
- Delivery of Business Licensing functions for services including Eating Establishments, Refreshment Vehicles, Public Halls, Secondhand Dealers, Hair Stylists, Dog Kennels, Master Plumbers, Vehicles for Hire, Lodging Houses, Peddlers, etc.
- Licensing investigations, POA Offence Notices, and Court Proceedings for violations.
- Permitting services for different types of signs displayed within the city of Thunder Bay including, Mobile Signs, Billboard Signs, Facia Signs etc.
- Municipal Enforcement Services Operates a Municipal Animal Pound. This pound is primarily for animals found at large within the city. This includes processing and housing all dogs found within city limits and is a 365 day a year operation.
- Issue and maintenance of licensing services for Animals including Cats and Dogs within Thunder Bay.
- Collaborate with stakeholders within numerous areas of operations including but not limited to: Veterinarian Services, Local Rescues, Sign Businesses, Eating Establishments, Law enforcement agencies, etc.

Municipal Parking Services

- Operation and maintenance of:
 - The on-street parking meter system – meter repair, meter installation.
 - Two parking garages – revenue collection and gate control equipment repair, general facility maintenance, capital rehabilitation projects.
 - Surface parking lots and meter system, including at the marina – meter repair, winter/summer lot maintenance, capital rehabilitation projects.
- Direction of city-wide parking bylaw enforcement by contracted security staff.
- Administration of all parking services including parking rentals, ticket processing, and revenue collection.
- Frontline customer service for related parking services, enquiries, and parking enforcement complaint in-take and officer dispatch via in-person counter service, phone, and email.
- Process unpaid parking tickets as per Provincial Offences Act regulations, including notification mailing, certificate convictions, and plate denials and collections.
- Resolve parking ticket first attendance disputes and conduct parking ticket prosecutions.
- Create and update set fine orders with the Ministry of the Attorney General.
- Create and update municipal bylaws relating to parking and parking enforcement.
- Assist and guide private property operators through requirements in regard to parking enforcement, including manual entry of private property issued tickets.

Community Services Department

- Capital project plans and management - 2024 capital carry over projects, 2025 capital projects, plan for 2026-2027 capital projects, 10 year capital plan submissions.
- Complete year end financial and administrative processes.
- Support financial audits/reporting.
- Ensure compliance with legislated requirements.
- Support 2025 Operating Budget forums/Council deliberations.
- Staff recruitment, shortlisting and competitions; onboarding; new staff orientation.
- Staff training and development, scheduling, attendance management, payroll, ongoing supervision, performance management.
- Problem solve vacancies/coverage; mitigate service level impacts.
- Respond to personnel issues; receive, hear and respond to grievances.
- Respond to Council inquiries.
- Respond to customer inquiries, concerns, complaints, and feedback across multiple communication channels (in-person, phone, email, online).
- Incident investigation and follow up.
- Analyze operational data to identify trends and recommend service improvements.
- Create and monitor key performance indicators (KPIs) for operational performance to evaluate success and identify areas for improvement.
- Monitor legislation changes, industry best practices to ensure compliance and inform strategies for enhancing service.
- Employee/team growth and development.
- External funding applications and reporting.
- Job description development, review, evaluation questionnaires, and follow up.
- Website updates (ie schedule changes - holidays, seasonal changes, cancellations, divisional information).
- Procurement – developing and managing RFPs, tenders, and other purchasing activities.
- Act upon human resource issues such as workplace incidents, harassments complaints, grievances, etc.
- Participation in collective bargaining; collective agreement management.
- Memos, reports to Council.
- Staff meetings and in-services.
- Responding to requests for in kind donations (ie complimentary bus tickets, facility passes), swag.
- Engage with local stakeholders, through ongoing community outreach and collaborative programs.
- Administer workplace safety programs. Ensure staff, volunteers and contractors comply with health and safety regulations; inspections; coordination and record keeping joint health and safety committee meetings; investigate and follow up on health and safety concerns; safety management system audits; implement improvements/corrective measures identified as a result of safety management system audits.
- Business process review, development, documentation, communication, training.

Current as of 31 January 2025

- Evacuation supports – typically health, transit and recreation.
- Records management, archiving.
- Maintain digital equipment (cell phones, Moneris machines/printers; inventory, assignment, coordinate technical repair/support).
- Support response to FOI requests, potential privacy breaches.
- Complete information privacy impact assessments.
- Respond to media requests.
- Develop policies and procedures.
- Develop and execute communication, public engagement strategies and updates.

Transit Services

- Provide annually 4 million trips to passengers of conventional transit and 70,000 trips to passengers of specialized Lift+ transit.
- Ensure reliable, on-time performance of transit schedules through ongoing monitoring and adjustments.
- Develop and maintain route planning, scheduling, and optimization for efficient service delivery.
- Monitor and address service interruptions, delays, and incidents in real-time.
- Administer and oversee safety and security measures for passengers and staff.
- Renew and manage service agreements (e.g., Facility Use, Transit Partnerships including UPass, Care Bus, Manor House, Transit Advertising, and software licensing).
- Manage and monitor contracted services (e.g., bus stop snow removal, bus stop/shelter maintenance, waste container maintenance).
- Administer customer service counters, revenue sales, and management of approved user fees.
- Develop and maintain marketing materials, including transit maps and schedules.
- Monitor and manage division social media channels and communications.
- Develop and execute division-wide communication strategies and updates.
- Liaise with Committees of Council (e.g., Accessibility Advisory).
- Administer the Lift+ specialized transit program, including application processing, eligibility reviews, and transit skills assessments.
- Coordinate specialized transit scheduling and trip planning.
- Manage the repair and upkeep of transit infrastructure (e.g., shelters, stops etc.).
- Maintain inventory and procurement for parts, equipment, and supplies.
- Manage transit software systems, including scheduling, dispatch, and fare collection platforms.
- Explore and implement new technologies to enhance operational efficiency and passenger experience (e.g., real-time GPS tracking, mobile ticketing, and AI-based route optimization).
- Coordinate with emergency services during incidents or emergencies affecting transit.
- Administer specialized transit program; applications, eligibility review, transit skills assessments.

Current as of 31 January 2025

- Work collaboratively with industry associations to advocate for better public transit.

Fleet Services

- Manage the service and renewal of over 700 City vehicles, which collectively travel approximately 4.6 million kilometers annually.
- Administer preventative maintenance program to meet Ministry compliance standards. Conduct repairs for all city fleet assets on an ongoing basis.
- Maintain and review replacement schedule of assets, conduct condition assessments of assets to determine optimum timeframe to replace.
- Acquisition of assets through the RFT/RFP process; work with sections to determine the “right-fit” of vehicles/equipment for the intended application.
- Manage fleet asset disposal.
- Maintain current record of assets for insurance, annual renewals, and special vehicle permits
- Review and update fleet procedures; deliver fleet training; monitor and report fleet speeding incidents to relevant supervisor.
- Respond to, investigate and report on fleet incidents.
- Provide after hours on call service to attend all CVOR vehicle related incidents.
- Manage contracted services (ie. fleet maintenance).
- Monitor Commercial Vehicle Operator Record (CVOR) Performance, communicate updates to sections through dashboards and relevant reports.
- Provide guidance to support sections regarding legislative compliance – HTA (Highway Traffic Act), Fleet related corporate policies and procedures.
- Administrators of AVL/GPS on City Assets, provide telematic reporting to sections.

Long Term Care

- Provide 24/7 health and personal care, therapeutic recreation, nutrition, housing, laundry service, and other vital daily living supports care to 150 residents of Pioneer Ridge Long Term Care Home and 120 residents of Jasper Place supportive housing, along with preparing nearly 46,000 nutritious meals provided to our community through the Meals on Wheels program.
- Provides assessments and administrative oversight for our Municipal Homemaking Program providing Home Care services for approx. 30 -35 vulnerable community members.
- Community engagement; represent the City on many committees and external partnerships.
- Work closely with Ontario Health, Ministry of Health and Long Term Care (MOHLTC) on legislative requirements and accountabilities.
- Coordinate and supervise clinical placements and preceptorship programs.
- Oversight/completion of MHLTC, Ontario Health and Canadian Institute of Health Information (CIHI) reporting.
- Ongoing requirements to maintain four year Accreditation status.

Current as of 31 January 2025

- Implement infection prevention measures and collaborate with the Thunder Bay District Health Unit (TBDHU) in response to illness and outbreaks.

Superior North EMS

- Annually, respond to 34,000 emergency calls, delivering professional paramedic care and conduct 3,200 visits through the community paramedicine program.
- Administer annual vaccinations to high-risk populations.
- Provided Remote Patient Monitoring (RPM) services for patients managing chronic diseases.
- Specialized Treatment and Alternative Response (STAR) Mental Health and Addictions Response Team: A specialized team designed to respond to mental health crises and addiction-related emergencies, offering targeted care and resources. (Partnership with Canadian Mental Health Association.)
- Lakehead Superior Connect: A partnership with the Lakehead Nurse Practitioner-Led Clinic to provide access to primary care services for those without a family physician, thus improving community health and reducing unnecessary emergency visits.
- Post Falls Pathways - Connecting to Rehab: Assisting individuals who have experienced falls by connecting them to rehabilitation services to aid recovery and prevent future falls.
- Pulmonary Function Testing (Spirometry): Providing lung function testing to assist with the diagnosis and management of respiratory conditions.
- Paramedic Student Education and Preceptorship Opportunities: Offering educational programs and hands-on training for paramedic students, including preceptorship opportunities, to enhance their skills and knowledge.
- CP-LTC (Community Paramedicine – Long-Term Care): A program aimed at improving care for long-term care waitlisted clients, providing medical services and support in collaboration with community health providers and offering in home care.
- Point of Care Testing: Conducting medical tests at the patient's location, allowing for quicker diagnosis and treatment decisions.

Child Care Services

- Provide weekday care to 300+ children through 4 municipal child care centres, ages 18 months to 12 years old.
- Deliver high-quality play-based learning programs that align with Ministry of Education guidelines (How Does Learning Happen).
- Coordinate facility maintenance at all locations.
- Collaborate with Confederation College, Lakehead Public Schools, The District of Thunder Bay Social Services and Administration Board and Ministry of Education while strengthening relationships with local stakeholders through ongoing community outreach and collaborative programs.
- Coordinate and complete required annual playground, fire, Ministry of Education, and health unit inspections.
- Ensure compliance with legislated requirements (ie Child Care and Early Years Act).
- Manage the childcare waitlist ensuring centres are optimally serving the community.
- Support staff retention and growth through an internal mentorship program and ongoing professional development.

Current as of 31 January 2025

- Support implementation of a new child care system to modernize operations, registration, billing, payment, and reporting, while enhancing service quality for users.
- Complete a privacy impact assessment and implementation of new procedures.
- Collaborate with the Thunder Bay District Health Unit in response to illness and outbreaks.

Facilities Services

- Manage the upkeep and renewal of 260+ corporate buildings and ensuring compliance with safety requirements
- Manage corporate contracted services (i.e. janitorial services & supplies, mobile patrol and stationary guards, security system maintenance services, HVAC, elevator maintenance and repair, emergency generator maintenance, snow plowing/winter control, mechanical maintenance, electrical services, Electrical Safety Association (ESA) Contracted Safety Services (CSS) agreement, environmental services, chemical Supplies, etc.)
- Aquatic Operations includes being the Overall Operator in Charge, inspections, repair and treatment to comply with Ontario Health Regulation 565 as well as Technical Safety Standards Association (TSSA) legislation; set up and take downs for swim, dive meets and meetings; press releases and events; provide and manage janitorial services, general facility and grounds maintenance as well as emergency support.
- Arena Operations includes ice making and removal, ice plant maintenance; front line customer service during rentals; multi-use space maintenance; special event planning, event set-up/take-down; portable stage training/certification; TSSA inspection; janitorial services; event and rental supervision; general facility and grounds maintenance as well as emergency support.
- Facilities Maintenance Group functions include ongoing preventive maintenance, inspections and repair to corporate facilities, grounds and emergency generator systems; maintain and update asset management databases; operate facility management software, maintain heating, ventilation and control systems; elevator inspections and repairs; electrical system inspection/repairs/upgrades; fire system plans, inspections, repairs/updates; Life Safety System equipment inspection and repair, evacuation plans, radon testing and remediation; Arc Flash assessments; security system installation, maintenance, planning, review and upgrades, plumbing services, structural inspections and repairs, grounds maintenance, vandalism reports and repairs, flood and fire repairs, graffiti removal and painting.
- Provide technical and trades support to all corporate buildings.
- Respond to unplanned facility incidents and communicate about closures, etc.
- Maintain corporate security data collection to MFIPPA standards.
- Corporate lead for facility security access control.
- Manage TSSA regulatory requirements, licenses and certifications for boilers, pressure vessels, elevators and amusement rides.
- Organize inspections and manage certification of TSSA regulated boilers and pressure vessels with insurance provider.
- Maintain small drinking water systems.
- Provide evidence to Thunder Bay Police Service upon request.
- Provide 24/7 after hours facilities related emergency services.

Current as of 31 January 2025

- Corporate lead, in addition to lead for Boards/Agencies, Electrical Safety Authority (ESA) Contracted Safety Services (CSS) inspections and software system administration management of the CSS logging system.
- Corporate lead on city-wide emergency generator refueling.
- Corporate lead on Hazardous Waste Management Registration Database.
- Provide support services to Facility Construction Services through all phases of construction and renovation and moves.
- Provide facilities related support services to all corporate departments.
- Manage corporate Service Level Agreements (SLAs).
- Maintain heritage facilities such as Whalen Building and Pagoda Visitor Centre.

Recreation & Culture

- Provide high-quality accessible programs, services and community development supports that promote active living, cultural enrichment and social engagement for residents and visitors of all ages.
- Conduct program planning and evaluation, marketing, registration/admissions, staffing/supervision, customer services and community facility use arrangements for activities at 5 pools, 2 beaches, 6 arenas, 2 stadiums, 2 older adults centres, 8 community centres, 1 arts centre, 1 youth centre, 1 skate/splash pad and numerous outdoor spaces and community venues.
- Represent the City on numerous local, provincial, and national community of practice committees and working groups.
- Provide swimming lessons, water safety programs, aquatic, gym and land-based fitness activities.
- Provide year-round recreational and educational activities and programs for children and youth; support youth and their caregivers to mitigate vulnerabilities and risk of criminal exploitation through one-to-one supports and programming.
- Deliver programs and activities that encourage health and wellbeing for older adults; provide in-home support services.
- Provide inclusion services supports for children and adults and develop inclusive recreational opportunities with community partners.
- Deliver over 14 major public events annually.
- Bid for, host and support multi-sport games and major tournaments/championships.
- Provide neighbourhood-based cultural, physical activity, sport and wellness programs in partnership with community organizations and service providers.
- Support board-operated community centres and provide programming and events at city-operated community centre.
- Manage public art collection of over 400 works of art; manage public art competitions and installations for permanent and temporary works of art throughout the city.
- Provide hosting and venue services for events at arena and stadia facilities, including logistics planning, Box Office services and event support staff.
- Administer Community, Youth and Cultural Funding Program, Event Development Grant, Street Event Grant, and Youth & Family Support Program grants.
- Develop and implement Recreation & Facilities Master Plan and Culture Plan including development and monitoring of KPIs.
- Administer advertising, sponsorship and naming rights opportunities for facilities, programs, events and publications.

Current as of 31 January 2025

- Provide advisory committee and board administration and support - Grant Review Teams, Public Art Committee, Multi-sport Games, Joint Advertising Committee, 55 Plus Centre, PRO Kids.
- Maintain affordable access to Recreation through Affordable Access Pilot and PRO Kids.
- Manage relationships and contracts with resident user groups and third-party operators at arenas, stadia, pools, and community centres.
- Provide event services to City and community events, including equipment inventory, lending and rentals, coordinating process for events licensing.
- Manage volunteerism in City programs and services – promote, recruit, screen, onboard, supervise, recognize; provide training and skills development for volunteers.
- Provide training and certifications for staff and participants – National Lifeguard course, First Aid, High Five, learn to swim, etc.
- Provide opportunities for student projects and experience – Lakehead University business student projects, NOHFC internship.
- Provide community education workshops and events on various topics – youth gang prevention, grantsmanship, event hosting, sponsorship, etc.

Central Support Services

- Manage and coordinate departmental financial and accounting processes.
- Coordinates departmental capital and operating budget development, input, set-up (once approved).
- Coordinate and prepare departmental financial reports.
- Administer departmental payroll, leave balances.
- Provide internal and external customer service.
- Provide departmental administrative support (ie meeting coordination and administrative support, initiation of various HR transactions, preparation of timesheets/exception reports for non-union staff, arrange for security for City Hall After Hours bookings, preparation of travel claims for approval, etc.)
- Calculate and allocate facility, energy, and fleet related costs corporately.
- Administer departmental revenue collection processes, invoicing, collection of monies owed.
- Manage departmental petty cash.
- Allocate corporate card transactions to appropriate cost elements, supports corporate card audits.
- Track and administer departmental funding applications, transfer payment agreements; prepare required financial reports, coordinate progress reports, and ensure submission by deadlines.
- Manage departmental telecommunications, including maintenance of landline and mobile phone contract and tool inventories.
- Receive requests and orders office supplies, equipment.
- Prepare corporate reports, memos for Council, other correspondence.
- Provide administrative support to staffing competitions.

Current as of 31 January 2025

- Updates various departmental contact listings.
- Manage online and in person program registration system for Recreation and Culture (100,000+ transactions annually).
- Support accounts payable and purchasing.
- Support point of sale system for Recreation and Culture.
- Administer Council approved allocation policies, bookings, invoicing and payment processing for City facilities (arenas, Fort William Stadium (outdoor turf), multi-use space).
- Develop reports to meet various federal and provincial reporting requirements (ie. Ministry of Health and Long Term Care, Ontario Health, Canadian Institute for Health Information, Statistics Canada, etc).
- Develop procedures and monitor compliance with Payment Card Industry standards.
- Lead implementation of a new child care system to modernize operations, registration, billing, payment, and reporting, while enhancing service quality for users.
- Enrol municipal child care children, parents/guardians; maintain attendance records to inform invoicing; prepare various financial reports for Thunder Bay Social Services Administration Board.
- Complete various year end processes and respond to information requests of external auditors.
- Support departmental records management, archiving.

2025 Departmental Priorities

- Complete implementation of Butterfly Approach – Emotional Based Model of Care - Pioneer Ridge.
- Early adoption of the new mandatory interRAI LTCF Transition Phase 2 Pioneer Ridge.
- Completion of privacy impact assessment and implementation of new electronic health records software Pioneer Ridge.
- Advance Indigenous Health Strategies and Outcomes and the Diversity Equity and Inclusion Plan – Pioneer Ridge
- Enhance intergenerational programming in collaboration with Pioneer Ridge and municipal Child Care Centres.
- Enhanced staff recruitment initiatives – SNEMS, Long Term Care, Transit, Child Care.
- Electronic Fare Management System implementation for Transit.
- Procurement and implementation of On Demand Transit Scheduling Software.
- Submit 10 year capital plan to Canada Public Transit Fund – Baseline Funding Stream.
- Implement organizational improvements to build capacity in Transit.
- Construct a new Transit Headquarters access route.
- Monitor and support Thunder Bay Community Tennis Centre (TBCTC) with completion of their indoor tennis facility and modernize the Letter of Understanding between the City and TBCTC.
- Plan for end of current lease of Thunder Bay Tournament Centre.
- Support the CEDC in establishing a baseline assessment of how welcoming Thunder Bay is to newcomers.
- Complete development of information tools/surveys and complete surveys of various facilities to serve as potential reception/evacuation centres.
- Algoma Playground Renewal – Phase 2.
- Woodcrest Playground Renewal.

Current as of 31 January 2025

- Support Festival Area Renewal.
- Host 2025 Scotties Tournament of Hearts.
- Launch a workforce management application to streamline staffing operations, scheduling and time management in municipal child care and plan for extension to rest of department for 2026.
- Develop arena renewal plan.
- Complete development and report to Council on renewed Culture Plan.
- Obtain Council approval and support implementation of 2024 Ontario Winter Games Legacy Project.
- Lead corporate anti-idling initiative.
- Continued progress ICIP capital projects – Water Street Terminal Improvements; Transit Facility Modifications.
- Continue to advance Transit Safety Plan.
- Bid to host next multi-sport games.
- Complete juried process for North Core Public Art Installations.
- Implementation of the Cost-Based Funding through the Canada Wide Early Learning and Child Care System.
- Support demand for quality child care through expanding services at existing facilities.
- Implement digital solutions for grant applications and people counting in facilities.

Infrastructure & Operations Department

Master Plans

- Active Transportation Plan
- Asset Management Plan
- Climate-Ready City: City of Thunder Bay Climate Adaptation Strategy
- Climate Forward City: Thunder Bay Net-Zero Strategy
- Corporate Energy Management Plan
- Official Plan
- Pollution Prevention Control Plan
- Solid Waste Management Strategy
- Storm Water Management Plan
- Transportation Master Plan
- Thunder Bay Fire Rescue Strategic Master Fire Plan
- Waterfront Master Plan
- Water Master Plan
- Urban Forest Master Plan
- Pollution Prevention Control Plan

Engineering Division

Major Initiatives

- Asset Management Plan – Review of Development Charges
- Asset Management – Asset and Work Order Management systems review
- Traffic Signal Synchronization
- Automated Enforcement - Red Light Camera and Speed Enforcement
- Consolidated Linear Infrastructure – Environmental Compliance Approval for Sanitary Sewer and Storm Sewer
- Waterfront Trail
- 5-year pavement condition assessment
- Archives Expansion
- Transit hubs renewal phased 2025 – 2027
- Facility Greenhouse Gas Reduction Action Plan Initiatives
- Boulevard Lake Dam Water Management Plan and Permit To Take Water updates, approvals and reporting
- Grant funding applications (Housing Enabling Water System Fund, Housing Enabling Core Services Program, Active Transportation, others)
- Designated Truck Route

Administration

- Oversee the development and continual improvement of the Corporate Asset Management Program, ensuring compliance with Federal and Provincial regulations.
- Monitor and ensure asset management standards, procedures, and record-keeping for infrastructure under the division's jurisdiction.
- Exercise powers with respect to the Professional Engineers Act and its related regulations and the City's engineering design and development standards.
- Attend Committee of the Whole and City Council, Ward, public hearings and other community meetings, providing advice on engineering, asset management, and facility construction.
- Prepare and present reports, recommendations, and updates to the Commissioner, City Manager, Mayor, and City Council members.
- Participates, as a member of the Infrastructure & Operations Department Leadership Team by providing input into Department organizational and operational reviews, human resource management, budget issues, technical matters and major issues management. Also participates by providing input into the identification and development of Departmental policies, strategic initiatives, projects, and priorities

Current as of 31 January 2025

- Oversee the establishment of development standards and the administration of site control planning and land subdivision agreements.
- Ensures insurance, equipment, procedures, and controls are in place to protect the Corporation from civil liabilities due to its facilities and operations under the jurisdiction of the division.
- Participates fully in the implementation of the Corporate Strategic Plan as it relates to the Infrastructure & Operations Department.
- Leads the implementation of the City's Net-Zero Strategy for capital facility planning, energy retrofits, LEED standard implementation, and fleet electrification.
- Ensures the effective execution of the City's Energy Management Plan, including budgeting and long-term planning.
- Oversees the development and delivery of new facility construction, renovations, and coordination with property management.
- Oversees stakeholder consultation processes as required by the City's Public Engagement Framework or funder requirements for major projects.
- Represent the City on committees and cross-functional teams for key initiatives.
- Manage the daily operations of the Engineering Division, including staff supervision, project development, and service delivery.
- Develop, administer, and manage Divisional budgets, ensuring optimal cost-benefit relationships in line with operational objectives.
- Initiate and oversee studies to enhance and improve Divisional operations and services.
- Assess staffing requirements and recommend organizational structure amendments.
- Develops, administers, and maintains Divisional policies and procedures consistent with Corporate and Departmental objectives.
- Lead recruitment, staff development, performance reviews, and discipline within the Division.
- Ensure compliance with health and safety regulations, collective agreements, and other Human Resources related issues.
- Respond to inquiries from the public, other departments, municipalities, and government agencies.
- Negotiates the resolve of complaints on behalf of the Corporation on files related to the Division
- Liaise with media on issues related to the Division.

Asset Management Section

- Develops and continually improves the corporate wide asset management program for all municipal infrastructure assets.
- Implements, monitors, and evaluates the City of Thunder Bay Climate Adaptation Strategy, Active Transportation Plan, and Wayfinding Plan.
- Develops and implement projects and programs to support the Transportation Master Plan, Active Transportation Plan, Climate Adaptation Plan, and Asset Management Plan.

Current as of 31 January 2025

- Best practice reviews, researching existing policies as well as those in other municipalities, and legislation monitoring on Asset Management, Climate Adaptation, and Active Transportation projects, programs, systems, and processes.
- Administrative support to the Accessibility Advisory Committee, Traffic Safety Committee, and EarthCare Advisory Committee as needed.
- Public Engagement for Asset Management Plan, Climate Adaptation Strategy, and Active Transportation Plan including development of public education, outreach, surveys, and events.
- Internal training and education for staff on Asset Management and Climate Adaptation
- Assist with Statistics Canada Infrastructure Surveys, CDP reporting, and other requests for data.
- Apply for and manage grant contribution agreements and reporting
- Manage and respond to City Council, public, and media requests.
- Develop and manage RFPs and contract administration with regards to Asset management systems and processes, as well as Climate Adaptation and Active Transportation programs and projects.
- Compile and analyse data for inclusion in reports.
- Preparing comprehensive reports and presentations to City Council, Committees of Council, community, and stakeholder groups.
- Conducting risk assessments for asset management and departmental emergency response planning.
- Documents and maintains Infrastructure and Operations Departmental Emergency Response Plan and facilitates emergency testing and training exercises, and provides support for the Citywide Emergency Response Plan and exercises.
- Collaborate with multidiscipline teams and committees across the Corporation on Asset management, Climate Adaptation and Active Transportation programs and project delivery.
- Support joint community initiatives such as WOW Tbay, Thunder Bay Climate Transition Collaborative, Active Commute Challenge, Thunder Bay Food Strategy, and more.
- Attend and present at various cross Ontario or cross Canada conferences and workshops regarding Asset Management, Climate Change, or Active Transportation (ie, ICLEI, AMOnt, GLCAN, RPWCO, etc.)

Capital Facilities Construction Section

- Oversees and manages the direction, supervision, day-to-day operation, and administration of the Capital Facilities Construction Section, including corporate energy management and renewal of the Corporation's facilities.
- Develops, plans, and implements short- and long-range Sectional goals and objectives consistent with the Division's strategic initiatives, projects, and work priorities.
- Provides Corporate and City-wide support of strategic and long-term facility asset management planning, understanding Council priorities, and anticipating business and strategic needs of other departments.
- Provides input into section organizational and operational reviews, human resource management, budget issues, technical matters, policies, strategic initiatives, projects, priorities, and operational planning.

Current as of 31 January 2025

- Prepare annual work plans to meet section action items within the Corporate Strategic Plan.
- Ensures compliance with related legislation and applicable regulations as they pertain to the Section.
- Assesses short and long-term staffing needs of the Section, makes recommendations on complement amendments and organizational structure, participates in recruitment processes, hiring decisions, training, and evaluation, recommends disciplinary measures.
- Manages staff in the areas of staff development, performance management/review, coaching/mentoring, health and safety, collective agreement administration, and discipline and termination decisions.
- Fulfill PACT Program requirements for non-union/managerial staff, including goal setting and performance reviews.
- Prepares general correspondence, information, reports, letters, and memoranda to the Director, Commissioner, City Manager, Mayor, and Members of Council.
- Prepares grant applications.
- Conducts and monitors studies and prepares reports relative to Section operations.
- Attends cross-functional team meetings, public hearings, Ward and other public meetings, various committee meetings, Committee of the Whole and City Council meetings, as required, advising on Unit matters, making presentations, and providing recommendations.
- Liaises with Corporate clients and partners, consultants, developers, contractors, utilities, government agencies.
- Provides technical direction to staff and Corporate clients regarding facility construction projects.
- Provides project management and stakeholder relationship management, including leading stakeholder consultations, for strategic corporate facility construction projects.
- Responds to inquiries from internal divisions/departments, other municipalities and levels of government/agencies and various community leaders, public, media, contractors, the development community and other groups and organizations.
- Implements and monitors health and safety procedures, standards, and rules for compliance with Provincial and Federal legislation and corporate policies.
- Develops and implements policy standards and provides strategic leadership and direction towards all related City-wide departmental programs, services, and initiatives in the portfolio, which includes facilities asset management and renewal, design and construction, standards development, environmental studies, project management, policy recommendation, energy management and capital facility project forecasts and budgets.
- Monitors the changing building construction environment, trends and issues, and establishes, modifies, and maintains standards for service delivery, ensuring they remain consistent with changing community needs and overall Department objectives.
- Develops and/or supports various procurement initiatives, and reviews complex documents for compliance and quality.
- Administers and maintains present work methods, procedures, and existing systems regarding data management and capital planning, construction operations, construction document and contract administration standards, policies and procedures.
- Researches, assesses, and initiates studies to enhance and improve upon existing systems and methods of operation, develops and implements changes, and carries out follow-up procedures.

Capital Planning and Project Management

- Plans, coordinates, administers, and supervises facility related capital projects, and leads internal construction teams.
- Directs and manages facility construction and renovation projects from conception to commission, including budgeting, planning, designing, tendering, preparing contracts, and performing site inspections.
- Develops and delivers new facility construction, contract and project management services, and renovations to existing facilities, and ensures compliance with appropriate legislation as it applies to the provision of capital facility construction.
- Reviews and prepares contract documents, specifications, requests for quotation/proposal, tenders, and agreements for required services, statistics, and drawings for Departmental projects.
- Develops project budget estimates, detailed cost estimates, terms of reference, performs contract administration, and monitors project budget to ensure cost containment for facility related capital projects.
- Prepares technical plans, specifications, and contract documents for various types of departmental and corporate projects, maintaining records on all phases of construction work, service problems and complaints.
- Maintains, coordinates, and addresses all phases of construction work, including but not limited to certificates of insurance, bonds, change orders, payment, warranty administration, and complaints.
- Gathers, analyses, and records data collected from contract documents, existing records, construction drawings, field work, and maps of City Infrastructure.
- Supervises the work of architects, consulting engineers and general contractors.
- Provides space planning and rationalization of facilities in conjunction with program/service providers, and establishes standards to appropriately accommodate staff with respect to furnishings and office spaces
- Manages records for all phases of construction work, including but not limited to certificates of insurance, bonds, change orders, quality control, payments, deficiencies, service problems, and complaints.
- Maintains and updates the Corporate database of facility construction documents, including drawings, specifications and long term warranties.
- Prepares plans, drawings, reports, visual aids, schedules, and special presentation material for Divisional, Departmental, and Corporate use.
- Prepares procurement documents for professional services, equipment, and materials.
- Hires, coordinates, supervises, and monitors contracted professionals including architects, consulting engineers, and other related professionals.
- Acts as project manager between consultants, contractors, and Corporate clients, and acts as an internal consultant to the Corporation.

Asset Management

- Coordinates, plans, supports, and maintains the Corporate Capital Asset Management System for facilities.

Current as of 31 January 2025

- Directs capital facility programs relating to asset management, including data collection, inventory and condition assessments, asset lifecycle management, capital planning, capital renewal, and determination of risk and level of service.
- Collects, analyzes, and provides statistical data, and makes recommendations for long-term capital requirements.
- Maintains capital planning and management system for the City's facilities and prioritizes projects for the City's facilities capital program.
- Develops, co-ordinates, verifies, forecasts, benchmarks, and monitors financial budgets for utilities along with energy and environmental savings activities.
- Develops and administers the annual capital facilities budget and forecast, the operating budget for the Unit, approves expenditures, tracks and manages variances while maintaining cost-benefit relationships.
- Tracks performance, quality of service, and conducts performance evaluations of the professionals' work and their reporting requirements at completion of project.
- Manages studies and facility condition assessments in support of strategic and long-term facility planning and capital budgets.

Corporate Energy Management

- Implements and executes the City's Strategic Approach to Energy Management and Net Zero Strategy related to the portfolio including energy procurement and corporate wide utility and fuel budgeting, conservation, and long-term planning, utilizing best practices for energy systems and developing strategies for delivering energy efficiency programs.
- Manages reporting obligations under the Green Energy Act and serves as the Municipal Energy Conservation Officer (MECO).
- Prepares energy conservation plans for all Corporate buildings, participates in the Division's energy conservation programs, and annually monitors and reports, as required.
- Administers the Department's energy management information system, and analyses and reports on Corporate energy use.
- Administers the grant application process related to energy efficiencies and conservation initiatives; monitors application status and progress, and prepares final reports, as required.
- Develops, plans, and coordinates public and internal energy outreach programs as the Corporation's MECO.
- Undertakes research and policy development with respect to Corporate energy efficiency initiatives, including best practices, policy options, strategies to improve performance, energy conservation management plans, utility bill monitoring and verification, and grant management and education related to efficient and effective use of energy.

Engineering Section

- Oversees operating and capital budgets, supporting alignment with asset management plan and fiscal responsibility.
- Develops and administers the annual operating budget for the Section; approves expenditures, monitors revenues, and manages budgets in a manner consistent with the Section's operating objectives while maintaining optimum cost-benefit relationships.

Current as of 31 January 2025

- Provide Corporate and City-wide support in strategic and long-term infrastructure asset management planning, understanding Council priorities and anticipating future community needs to support development.
- Prepare annual work plans to meet section action items within the Corporate Strategic Plan.
- Develop, plan, and implement short- and long-range goals and objectives consistent with the Section's strategic initiatives, projects, and work priorities, ensuring the highest level of service possible within available funding.
- Responsible for the implementation and execution of the City's Transportation Master Plan, Active Transportation Plan, and Stormwater Management Master Plan including implementation of Corporate and City-wide programs.
- Liaises with and responds to inquiries from internal divisions/departments, other municipalities and levels of government/agencies and various community leaders, general public, contractors, the development community and other groups and organizations; maintains appropriate media relations on issues relating to the Section.
- Liaises with Indigenous organizations, including Fort William First Nation, Red Sky Métis Independent Nation, Métis Nation of Ontario, and Matawa First Nations.
- Maintain active relationships with the CEDC, other municipalities, government agencies, and external stakeholders to align capital renewal program to support growth and private investment and exchange best practices.
- Monitor legislation, policies, by-laws, technical standards and guidelines, and participate in technical committees to create, monitor, and propose edits to support best practices and emerging technologies.
- Participate in emergency preparedness / management strategies.
- Assesses short- and long-term Section staffing requirements; makes recommendations for amendments to complement and organizational structure, leads recruitment processes, and makes hiring decisions.
- Fulfill PACT Program requirements for non-union/managerial staff, including goal setting and performance reviews.
- Manage sectional staff in the areas of staff development, performance management/review, coaching/mentoring, health and safety, collective agreement administration, and discipline and termination decisions.
- Provide internal communication support to inform staff about corporate initiatives, updates, and training opportunities.
- Maintain Corporate obligations of *Professional Engineers Act* and its regulations.
- Ensures compliance with related legislation and applicable regulations as they pertain to the Section including but not limited to *Ontario Safe Drinking Water Act*, *Environmental Assessment Act*, *Professional Engineers Act*, *Highway Traffic Act*, *Local Improvement Charges under the Municipal Act*, *Construction Act*, and *Excess Soils Regulation*.
- Participates on and represents the City's interests at municipal associations, working groups, committees, and other organized forums.

Capital Planning and Project Management

- Lead the development of the annual corporate capital infrastructure budget and forecast, tracks and manages variances.
- Participates in the planning, scheduling, and implementation of the City's infrastructure Asset Management Plan and improvements.

Current as of 31 January 2025

- Prepares designs and drawings, for roads, traffic signals, street lighting, sanitary and storm sewers, watermains, sidewalks, bridges, landfill, culverts and other related infrastructure.
- Incorporate risk assessment prioritization into asset management planning activities for all infrastructure.
- Leads the Local Improvement process for the extension of City urban services.
- Provides site inspection and quality assurance on infrastructure projects.
- Prepares cost estimates, quantity take-offs, and general notes for construction projects.
- Supervises the construction and inspection of infrastructure projects to ensure adherence to all engineering standards and specifications.
- Survey's and completes condition assessments for planning and design of infrastructure renewal projects.
- Provides survey layout, grading plans, and pipe alignments for construction projects.
- Addresses field problems encountered on City projects and co-ordinates their resolve.
- Verifies constructed quantities and reviews progress payment certificates.
- Receives, documents, investigates, and responds to complaints related to work completed by the Section.
- Maintains the City's sewer, water, and roads infrastructure record drawings and electronic databases.
- Prepares and revises City infrastructure maps, standard drawings, sewer and water connection drawings, and local improvement drawings; adds 'as-constructed' information to drawings when projects are completed.
- Collects, creates, and maintains GIS data of the assets within the Infrastructure & Operations Department and the creation of new databases and layers and liaises with the Corporate Information & Technology (CIT) Division for integration into the corporate database.
- Creates customized GIS reports/queries/fields using industry best practice based on specific asset data collection and viewing needs.
- Assists in supporting corporately approved mobile solutions for data collection.
- Prepares maps and queries for department for asset management decision making.
- Completes statistical analysis and data analytics for asset management decision making/reporting including review of condition trends, Operations and Maintenance records, etc.
- Converts existing records, maps and drawings to digital/computer format by digitization or other means as applicable.
- Researches and makes recommendations regarding the application of GIS and other programs that may benefit Department operations.
- Participates in cross departmental teams to improve corporate use of GIS.
- Prepare environmental assessments, designs, and prepare plans, specifications, contract documents, detailed cost estimates and perform contract administration for the City's infrastructure roads, landfill, water, wastewater, and stormwater infrastructure projects.
- Prepare request for proposals, including the selection and evaluation of consulting engineers, and provide project management for consultant technical studies, environmental assessments, and public engagement activities.
- Liaise with consultants, developers, utility agencies, government agencies, railways, City Council, and members of the public.

Current as of 31 January 2025

- Develop and execute integrated communication plans for major City infrastructure projects, such as downtown revitalizations and public safety initiatives.
- Facilitate public engagement activities, including town halls, online surveys, and community workshops, to gather input on major City infrastructure projects, such as downtown revitalization, waterfront renewal, roundabout planning and implementation.
- Develop targeted communication strategies for diverse audiences, tailoring messaging to meet the needs of various community groups and stakeholders.
- Respond to public inquiries, media requests, and Council inquiries related to capital renewal program, and asset management plan implementation matters.
- Provide customer service through walk-up counter services, phone calls, emails, and in-person/virtual meetings.
- Produce and distribute regular communication materials, such as newsletters, press releases, and social media updates, to keep the public informed.
- Prepares information, reports, letters, and memoranda to the Director, Commissioner, City Manager, Mayor, and Members of Council; attends Council/Committee meetings, public hearings, community and other public meetings as required; makes presentations and provides recommendations on matters pertaining to Engineering.
- Host or participate in stakeholder roundtables, public forums, and Ward meetings to gather input, provide feedback, and maintain alignment with community needs.
- Seek external funding opportunities to support capital renewal program and asset management plan implementation through grant proposals and applications.
- Prepare and review Environmental Compliance Approval (ECA) applications under the City's Transfer of Review program with the Ministry of Environment, Conservation and Parks, and submit annual reports as required under ECA approvals.
- Identify trends and problems, research and recommend solutions to improve performance and efficiencies in the operation of the stormwater, wastewater, water distribution, landfill, and roads maintenance systems.
- Provide and complete short-term and long-term maintenance planning and inspections for stormwater infrastructure, with a focus on stormwater treatment systems.
- Maintains the City's Engineering and Development Standards.
- Oversees the Utility Cut Permit and Driveway Permit approvals systems.

Traffic Engineering

- Undertakes traffic engineering studies including volume counts, gap studies, intersection data, parking, speed and accident analyses and maintains database.
- Carries out traffic signal studies and advises the signal technicians of any revisions; assists in the design of proposed signalized intersections and improvements to existing signalized intersections.
- Develops and implements the Traffic Signal Synchronization program.

Current as of 31 January 2025

- Prepares field drawings for locations of signs as per the Manual of Uniform Traffic Control Devices and Ontario Traffic Manual.
- Investigates traffic concerns and prepares amendments for traffic by-laws.
- Prepares work orders for the Department; assures that work is done in accordance with the Manual of Uniform Traffic Control Devices and City by-laws.
- Respond to public inquiries, media requests, and Council inquiries related to traffic issues.
- Reviews and implements recommendations of in-house or consultant traffic study reports.
- Assists in the preparation of annual and long-range traffic signal and street lighting programs for capital budget.
- Reviews technical data on traffic signal and street lighting equipment and prepares specifications.
- Updates and maintains sign asset databases.

Interdepartmental Support

- Participates in updates and implementation strategies for Corporate Asset Management Plans.
- Participates in Emergency Management / Emergency Preparedness strategies.
- Provides Engineering to support the City's Smart Growth Plan.
- Support interdepartmental initiatives, such as the Community Safety & Well-Being Plan and the Net-Zero Strategy, by providing technical support and capital project implementation.
- Support the implementation of the Housing Accelerator Fund Action Plan to advance affordable housing initiatives.
- Assist the public and building community with inquiries related to entrance permits, building permits, demolition permits, sewer and water connection applications, development requirements, and easement reduction requests.
- Oversee, coordinate, and provide general supervision for all land development projects, including municipal infrastructure construction and private land development, including the preparation and implementation of agreements for the extension of municipal works.
- Review and provide technical evaluation on all Planning Act applications including Draft Plans of Subdivision, Official Plan and Zoning By-Law Amendments, Committee of Adjustment, and Site Plan Control Applications.
- Act as an Expert Witness at Local Planning Approval Tribunal hearings.
- Receive, document, and investigate complaints of by-law violations relating to the grading and drainage of land as a designated By-Law Officer for the Site Alteration By-Law.
- Support Eye on the Street, including technical support, maintenance and new installations.
- Participate in the completion of, and annual updates to, the City's Asset Management Plan, Municipal Benchmarking Network reporting, and various annual reports to Council (Wastewater, EarthCare, Eco-Superior, etc.).
- Support the planning and execution of the annual NWOWWC conference, and support Growth Department by assisting in the planning and participation of public and stakeholder events.

Parks & Open Spaces Division

Administration/Supervisory - General

- Review, amend, and create job descriptions.
- Recruit staff including submitting requests to hire, reviewing applications, shortlisting candidates, developing job questionnaires, organizing interview panels, scheduling interviews, scoring and selecting candidates, reference checks, submitting successful applicant selections to HR, and completing new hire orientations.
- Conduct monthly safety talks with staff and conduct regular team health & safety tailgate meetings.
- Identify workplace hazards and communicate to staff.
- Monitoring staff performance in regard to safe and effective work methods and address any deficiencies as required through instruction, alternative work methods, or re-training.
- Monitor employee performance in all aspects of their work and applying performance management measures when required.
- Issue discipline, attend grievance meetings.
- Participate in collective agreement negotiations and planning.
- Manage the Division's responsibilities of the corporate CVOR program.
- Monitor and respond to corporate GPS speeding infractions.
- Conduct accident investigations and complete reports.
- Completing annual staff PACT program forms and meetings.
- Respond to inquiries from the public.
- Respond to freedom of information requests including searching and compiling relevant data.
- Respond to Councillor inquiries in a thorough and informative manner.
- Respond to the media and participate in media interviews as required.
- Prepare corporate reports related to projects, programs, services, and Council requests as required.
- Attend and participate in seasonal departmental coordination meetings.
- Conduct and participate in weekly or bi-weekly operational team meetings.
- Conduct and participate in project team meetings as required.
- Respond to and resolve unplanned operational emergencies (infrastructure vandalism or failures, major weather events, major community challenges).
- Evaluate staffing compliment and structure regularly and prepare proposed amendments as required to meet changing service level demands.
- Review, amend, and prepare annual capital and operating budgets.
- Monitor operating budget performance throughout the year and prepare quarterly variance reports.
- Monitor staff attendance and prepare quarterly reports.
- Prepare and process credit card statements.
- Review and submit mileage claims.

Current as of 31 January 2025

- Review and submit time sheets and absence forms.
- Attend senior management team meetings.
- Prepare work unit presentations for new senior management and Council as required.
- Participate in the corporate asset management program as required.
- Participate in the corporate initiatives requiring input as required.
- Participate in corporate joint health and safety committees.
- Review and comment on event bookings in Parks and on streets.
- Coordinate and administer contracted security services required for Parks.

Parks Planning

- Coordinate sports field and rink bookings for community teams, leagues, schools, and individuals for hockey, baseball, softball, soccer, pickle ball, cricket, and football.
- Prepare and administer facility use agreements for premier sports fields and vendors.
- Administer contracted garbage and recycling collection services throughout parks.
- Administer contracted portable washroom services throughout Parks.
- Administer contracted grass cutting services throughout city Park, facilities, right aways, islands etc.
- Administer contracted goose and beaver control throughout Parks.
- Administer community gardens located on city lands and coordinate operations with garden leaders.
- Deploy supplemental contracted services as required for Parks repairs and maintenance.
- Plan, design, tender, and administer all Parks Capital infrastructure projects annually including playgrounds, trails, parking lots, shade structures, sports fields, courts, splash pads, etc.
- Conduct public, stakeholder & Indigenous consultation sessions to inform Parks planning and Capital projects.
- Liaison and partner with community agencies such as LRCA and Eco Superior to coordinate resources and project funding to achieve common goals.
- Liaison with internal groups and committees as required including the Public Art Committee.
- Liaison with committees of Council as required including Clean Green and Beautiful, Waterfront Development Committee, etc.
- Review, amend, and prepare operating and planning policies, procedures, and documents as required including the outdoor rink policy.
- Monitor outdoor rink program usage data annually and prepare status reports as required.
- Respond to and work with community interest groups regarding infrastructure renewals, improvements, or proposed expansions.
- Develop and prepare master planning documents for Parks development as required.
- Research, prepare, and submit grant applications in support of capital and operating projects.
- Liaison with Parks operations work units to coordinate Parks planning and development projects.

Current as of 31 January 2025

- Review Engineering utility permit applications.
- Create and administer GIS records for all parks assets including Parks underground utilities.
- Create and regularly update the Parks & Open Spaces Division Asset Management Plan and report as required to the Finance Division, including inventories and condition inspections.
- Act as the utility owner for Park underground utilities in regard to ON1CALL including receiving utility locate request and administering a Contracted utility locate service provider.
- Evaluate and monitor risks related to Parks Assets and services.
- Administer Parks access keys throughout the division including provision of keys and replacement of locks.
- Deliver the commemorative bench program.
- Liaise with other Divisions such as Engineering and Capital Facilities Construction on Capital projects to provide review and comment on pre-tender documents, as well as Landscape Architectural and Urban Design support for streetscape and LID projects.
- Manage operational and capital quotes/invoices with regards to SAP entries.
- Provide review and comment, as well as site inspection support to the Planning Division for Committee of Adjustment, Official Plan, Zoning By-law, Subdivision Agreement and Site Plan Control files.
- Participate and report to the National benchmarking Agency Park People.
- Provide review and comment support to the Realty Division for proposed surplus and sale, Licence of Occupation and encroachment files.
- Respond to inquiries from other municipalities across Ontario regarding best practices in Park Planning and design.
- Responsible to create locate requests to Ontario One Call for all construction requiring excavation.
- Participate in continuing education offered by the OALA, CSLA, OPA and other NGO's to keep informed in the latest trends and best practices in Park design and operations.

Landscape Architecture & Urban Planning

- Responsible for the landscape and urban design aspects of projects related to land development, public realm, parks, streetscapes, complete streets, active transportation, and green infrastructure.
- Urban/Site/Social Analysis and Inventory for project planning and design to ensure environmental sustainability, preservation of natural or cultural heritage, enhance accessibility, foster public engagement, and Promote Economic Growth.
- Manage landscape and urban design projects from concept through to construction to include; design, design development and review, procurement of consultants and contractors, cost estimates, contract documents, tendering, site supervision, construction administration, and warranty delivery during operations. (ie Park renovations, Conservatory, Festival Area, Pool 6, Trail Networks).
- Develop and create project vision and objectives, phasing plans, sustainability objectives, program and functionality planning, terms of reference, scope of work, and implementation strategies for capital projects and planning.

Current as of 31 January 2025

- Support from concept, design, public engagement, through to construction on related capital projects and infrastructure to include transit, engineering, and facilities related to public realm and green infrastructure.
- External Project funding (Prov., Fed., etc.) applications and management for capital and sector specific project.
- Develop and Present reports and presentations for Council.
- Public engagement integrated into every project from inception through completion to include development of Get Involved Pages, content development for marketing, site visits and media presentations, public surveys, public and stakeholder workshops.
- Stakeholder and Partnership development with private sector, institutions, and First Nations groups, (Tourism sector, commercial horticulture sector, FWFN, LRCA, Lakehead University, Confederation College, RAP, CEDC, EcoSuperior, etc.) to further develop projects' planning, financial sustainability, integration into the community, and further a vision of growth through smart design, research & development opportunities, and public/private partnerships.
- Support and Liaison with various committees as professional resource on parks and public space, waterfront development, public art, urban design, streetscapes, transportation and active recreation networks, environmental planning, tourism planning, and large-scale urban planning.

Parks Operations

- Maintain and repair Parks electrical distribution and lighting systems including some contracted services.
- Maintain, repairs, and perform seasonal start up/shut down of Parks water distribution systems.
- Maintain and repair all Parks equipment/machinery including riding mowers, specialty turf equipment, trimmers, chain saws, etc. including procurement of some contracted services.
- Administer, operate, and maintain Marina Boater Services.
- Administer, operate, and maintain Pool 6 Cruise Ship terminal operations.
- Maintain and operate all outdoor sports fields and courts including premier fields at Baseball Central and assist with cultural turf and Port Arthur Stadium.
- Maintain and operate public boat launches.
- Maintain and operate all maintained park land greenspaces including mowing, trimming, carpentry works, mechanical systems, and litter collection.
- Maintain and repair Parks playgrounds.
- Collect and maintain waste receptacles throughout Parks (in addition to the contracted waste and recycle collection receptacles).
- Install and operate the outdoor rink program sites throughout the City including installation of rink sites, flooding of rinks, removal of snow, and access to change facilities.
- Provide Park worker support to Community Services regarding special events activities.
- Provide picnic tables, waste bins, and barricades to Park events as required.

Current as of 31 January 2025

- Provide snow clearing maintenance to various areas throughout Parks.
- Operate and maintain public washroom buildings in Parks.
- Operate and maintain 2 amusement ride operations sites.
- Administer, operate, maintain, and promote 2 campgrounds.
- Administer, operate, maintain, and promote Chippewa Pavilion as a wedding/event venue.
- Operate and maintain 2 active and 3 inactive cemeteries.

Golf Services

- Administer, operate, maintain, and promote Chapples and Strathcona 18-hole public golf courses including quality turf management.
- Maintain Chapples CP4 premier soccer field turf.
- Participate in the administration and planning of Parks equipment/machinery maintenance work including work order systems.
- Provide supplemental support to other City facilities as required for special events and projects.

Forestry and Horticulture

- Plan, prepare, and implement the annual tree plant including coordination with the annual Engineering Capital projects.
- Plan and implement the annual tree maintenance program including procurement of trees, award of contracted installation services, and monitoring of the installations.
- Respond to public inquires and complaints received by dispatch regarding trees and conduct assessments to evaluate required pruning or removals and communicate the results to the resident to educate and inform.
- Administer Forestry operations and tree truck crews through assignment of work orders related to tree assessments, capital construction projects, municipal operations impacts, utility permits, driveway permits, and other Forestry programs.
- Identify, document, and research tree by-law violations and work with by-law and Legal to on compliance enforcement.
- Prepare and update Forestry related policy, procedures, and by-laws including the Urban Forest Management Plan.
- Prepare, monitor, collect, and update the City's digital tree inventory data.
- Liaise with the public and community groups regarding the planting and maintenance of trees.
- Deliver the commemorative tree program to the public.
- Implement the Emerald Ash Borer Management Plan.
- Operate and maintain the Centennial Botanical Conservatory including care of the tropical display, coordination of event spaces, and maintenance of the site gardens.
- Plan, grow, install, and maintain the seasonal flowers and plant installations throughout Parks and for Capital projects.
- Review and comment on Engineering driveway permit and utility permit applications as required including on site inspections.

Roads Division

- Dealing with a variety of complaints/requests at varying levels of priority including public complaints and requests, City Council complaints and inquiries, and media requests.
- Strategic planning for divisional annual operational goals and objectives
- Budget review, planning and preparation
- HR issue such as workplace incidents, harassments complaints, grievances, etc.
- Records management of all projects and tasks.
- Workplace safety tasks. (i.e. Tailboard meetings, traffic plans, safe work practices, etc.)
- Developing and managing RFPs and tenders.
- Weather monitoring
- Preparing media releases and general City updates
- Memos to council
- Attend Ward Meetings
- Staffing recruitment/personnel issues
- Performance Evaluations including PACT
- New staff orientations
- Inspect and assess the transportation system infrastructure for defects and hazards based on criteria defined in the Roads Maintenance Objectives.
- Inspect, repair, and perform required maintenance of road right-of-way infrastructure including:
 - Paved & Gravel Roadways
 - Sidewalks
 - Drainage Ditches and Culverts
 - Traffic markings, line painting, and regulatory signs
 - Winter Maintenance (plowing, snow removal, sanding, and salting)
- Traffic light management and optimization on a daily basis.
- Street Light maintenance on a daily basis.
- Investigate and report on claims for injury and damages related to Roads Section operations, with the City Solicitor when required.
- Hiring, training and evaluation of staff, and disciplinary measures when necessary.
- Staffing tests and assessments, and updates position descriptions.
- Technical direction on operational projects and supervises contract/support staff.
- Oversees and coordinates the Adopt-A-Road Program.
- Provide detailed estimates, and prepare plans, specifications and contract documents for various types of Infrastructure, Development & Operation and Roads Section projects.

Current as of 31 January 2025

- Prepare and maintain various types of maps and drawings and develop recording systems for various Roads Section operations.
- Implementation and maintenance of Sectional management systems and equipment.
- Review the maintenance management system into other areas of the Department.

Environment Division

- Overall administration and management of the drinking water treatment and distribution system; wastewater collection and treatment systems; storm water collection; solid waste and recycling services, including the solid waste and recycling facility operations
- Strategic planning, developing operating policies and procedures, capital delivery, maintenance and operation of the water and wastewater infrastructure; ensuring the mandated delivery of water supply, wastewater treatment and solid waste and recycling services meets all federal, provincial and municipal requirements, including health and safety

Key Initiatives

- Renewal of the Water System Master Plan
- Advanced Metering Infrastructure/Automated Meter Reading business case & project implementation plan
- WPCP Emergency Power Generator replacement project
- Implementation of Organics (Green Bin) Program & Automated card based Collection

Compliance & Quality Control Services

- Schedule and conduct internal audits for the Drinking Water System
- Schedule and participate in external audits for the Drinking Water System
- Participate in Ministry of the Environment inspections
- Develop and maintain training programs for the Division staff
- Maintain compliance with provincial certifications
- Oversee the Drinking Water Quality Management Standard (DWQMS) and Wastewater Environmental Compliance Approval (ECA)
- Liaison with government agencies such as the Ministry of Health, the Ministry of Environment Conservation and Parks, Environment Canada, and regulatory agencies.
- Support the creation of standard operating procedures and databases for the Division
- Conduct emergency testing and risk assessments for the Drinking Water System
- Report to the owner's representative and city council on important matters pertaining to regulation and legislative requirements for the Drinking Water System

Current as of 31 January 2025

- Manage the City's Municipal Drinking Water Licensing Program (MDWLP)
- Ensure compliance with the Safe Drinking Water Act (SDWA)
- Develop and implement the Environment Division - Water Authority's Operational Plan
- Ensure compliance with applicable Federal and Provincial regulations, under Wastewater systems effluent regulations and Ontario Water Resources Act for environmental monitoring, sampling, testing, and reporting
- Ensuring compliance with the Ontario Health and Promotion Act for small drinking water systems operated by the City of Thunder Bay
- Manage the Sewer Use Control Program and by-law in accordance with applicable Provincial legislation and regulations, conducting sewer inspections, and managing waste hauler agreements
- Develops, administers, maintains, audit of, and continual improvement of, the QMS as per the Quality Management/Quality Assurance Control programs in accordance with applicable legislation and regulations for the Division
- Oversee filter program for lead reduction at the tap
- Conduct root cause analysis on non-compliance / non-conformance events
- Manage documentation, data and reporting systems including continuous monitoring devices (SCADA - Supervisory Control and Data Acquisition)
- Conduct laboratory analysis
- Oversee the FOG program (Fat, Oils and Grease) – create promotional material, educate customers, manage SwiftComply
- Report on the Landfill leachate and gas collection system
- Development of succession plan for Division

Solid Waste & Recycling Services

- Assess staffing needs, develop job descriptions and make recommendations on complement
- Participate in recruitment processes and make effective hiring decision
- Schedule and direct the assignment of work, personnel, equipment and resources
- Provide staff development, performance management/review and coaching/mentoring, health and safety, collective agreement administration, and discipline and termination decisions
- Manage employee records
- Purchase supplies and maintain inventories – uniforms, equipment, parts, etc.
- Reconcile invoices/purchase orders
- Ensures compliance with applicable legislation, provincial approvals, industry standards and municipal by-laws
- Develop, administer, and maintain policies and procedures in accordance with all applicable Provincial and/or Federal regulations
- Oversee planning, development and implementation of solid waste management programs and services
- Manage Commercial Vehicle Operator Registration compliance for the Section

Current as of 31 January 2025

- Prepare, review and submit regulatory compliance reporting
- Develop and evaluate procurement documents (i.e. Request for Proposals, Tenders)
- Develop, administer and provide contract management oversight to third party contracts, including producer funding agreements
- Develop and monitor operating and capital budgets
- Develop and maintain long term solid waste (landfill) financial plan
- Oversee implementation of the comprehensive solid waste management strategy for the City
- Develop, implement and maintain promotion, education and communication strategies/campaigns regarding solid waste and recycling programs and operations
- Provide curbside garbage collection for residential, multi-residential, and Industrial, Commercial and Institutional (ICI) sectors
- Oversee the operation, maintenance and capital requirements of the Thunder Bay Solid Waste and Recycling Facility (Landfill Site), including the gas collection system
- Oversee waste diversion/recycling operations and programming, including waste reduction, reuse and litter initiatives
- Prepare and issue non-compliance infractions related to solid waste operations.
- Prepare council reports, presentations and memos
- Collaborate and work with provincial regulatory bodies/organizations on solid waste management program changes
- Participate on provincial and industry committee's related to solid waste management
- Maintain an awareness of ongoing developments, legislation, policies and programs related to solid waste management
- Undertake research, policy development and statistical analysis
- Liaise with and responds to outside organizations, community stakeholders, agencies and the public; provides customers with information and conflict resolution on services offered (phone, email, in person meetings)
- Establish and maintain working relationships with other corporate departments, private and public officials, the media, and the public
- Provide tours of facilities

Wastewater (Treatment & Collection)

- Develop and execute integrated work plans to meet operational and service objectives – wastewater treatment, wastewater collection, and utility locating
- Serve as Operator-in-Charge (OIC) or Overall Responsible Operator (ORO) as required, ensuring compliance with emergency response protocols
- Monitor and adjust plant processes using the SCADA system to ensure efficient operations
- Analyze process and laboratory data to improve process efficiency
- Consult with laboratory staff on sampling requirements and participate in process studies and product evaluations
- Oversee inventory management, including ordering and maintaining operational supplies and chemicals

Current as of 31 January 2025

- Prepare and update operational manuals, process narratives, and safety procedures
- Conduct daily plant startup, shutdown, and routine maintenance procedures, ensuring proper equipment operation and process optimization
- Respond to alarms, troubleshoot issues, and recommend revisions to improve operational procedures
- Engage with stakeholders and the public regarding plant operations and environmental initiatives
- Prepare request for service notifications to Maintenance for process equipment requiring service
- Provide plant tours and information sessions for interested stakeholders, including school groups, public and City Councillors
- Participates in the development and amendment of operational work orders, process narratives, and safety procedures
- Develop and maintain compliance with recommended cyber security protocols
- Coordinate routine testing of cyber security protocols and update cyber security procedures based on learnings
- Conduct drills for scenarios such as power outages, chemical spills, and equipment failures
- Plan and schedule preventative and corrective maintenance for equipment and major maintenance outages such as secondary treatment, wet wells, digesters, and clarifiers
- Oversee installation, repair, and testing of electrical fixtures, control systems, and programmable logic controllers
- Ensure the maintenance of critical spare parts inventory and coordinate equipment upgrades and replacements
- Maintain and utilize SAP for asset management, to manage work orders, plan and track maintenance activities, and record resource usage
- Perform routine inspections of plant infrastructure, addressing equipment wear, abnormalities, and necessary repairs
- Collaborate with contractors and service providers to manage capital and operational projects efficiently
- Ensure compliance with safety standards during maintenance activities, including confined space assessments and lockouts
- Assesses equipment obsolescence and develops plans for renewal
- Annual compliance testing of fire panels along with trouble shooting, maintenance, and record keeping
- Perform routine and corrective maintenance on ultraviolet disinfection process, combined heat and power generator, and boilers
- Inspect and maintain plant roads, fire hydrants, access points, and building infrastructure, including roofs, siding, and foundations
- Oversee the maintenance and operation of electrical distribution systems, natural gas boilers, and HVAC equipment
- Ensure the operation of backup power systems, including routine testing and maintenance
- Maintain cleanliness and functionality of plant grounds, roads, and emergency exits
- Coordinate snow removal, lawn care, and drainage maintenance to ensure site accessibility and safety
- Develop and manage infrastructure budgets, including operational and capital expenditure planning
- Develop and maintain 20-year Wastewater System Financial Plan
- Prepare and analyze financial reports, recommending corrective actions for budget compliance
- Prioritize asset renewal projects and manage capital contracts through coordination with consultants and management

Current as of 31 January 2025

- Optimize energy consumption, including HVAC system, combined heat and power generator, and boiler systems to reduce carbon footprint and operational costs
- Forecast future capital expenditures and evaluate financial viability of upcoming projects
- Recommend the purchase of equipment and services, including securing quotes, drafting of purchase requisitions, release of purchase requisitions and purchase orders while maintaining compliance with Supply Management procedures
- Manage capital projects, including upgrades, greenfield installations, and resource coordination
- Assist in preparing project plans, specifications, and contract documents, including cost estimation
- Develop and manage requests for proposals (RFPs) and tenders, coordinating with internal and external stakeholders
- Develop project timelines and oversee milestones, ensuring adherence to budgets and deliverables
- Analyze work methods, procedures, and systems to recommend improvements and follow-up on implementation
- Monitor and update operational policies, ensuring alignment with current standards and regulations
- Plan and oversee annual facility assessments, audits, and long-term infrastructure renewal strategies
- Collaborate with engineering teams and contractors for equipment commissioning, plant construction, and rehabilitation, inspection and cleaning of sewers
- Manage sewer repair work and sewer lateral relining program
- Review and approve sewer connection applications, oversee and manage installation/demolition of sanitary and storm sewer connections
- Oversee the maintenance and operation of the seasonal RV septage depot
- Monitor progress on infrastructure improvements, such as lift station upgrades, emergency power generator replacement and facility enhancements
- Promote innovation by assessing innovative technologies and practices to enhance plant performance and cost efficiency
- Prepare and present Corporate Reports to City Council as required
- Ensure adherence to regulatory requirements, including the Ontario Water Resources Act and other federal, provincial, and municipal standards
- Ensure compliance with Ministry of Environment, Compliance and Parks (MECP) Environmental Compliance Approval (ECA) for the Water Pollution Control Plant and Consolidated Linear Infrastructure – Environmental Compliance Approval (CLI-ECA)
- Lead inspections and audits with regulatory agencies such as: MECP, Ministry of Labour, Electrical Safety Authority, TSSA, Environment Canada and Thunder Bay District Health Unit
- Complete follow up actions and findings, as identified in audits and inspections
- Develop and maintain the wastewater quality management system (QMS), conducting audits and continuous improvements
- Prepare and submit regulatory reports, such as bypass, spill, and emissions reports, ensuring timely compliance
- Conduct risk assessments and implement mitigation strategies to enhance operational safety and efficiency
- Monitor discharge levels and environmental impacts, ensuring compliance with effluent quality standards
- Maintain records of instrument calibrations, hazardous material handling, and wastewater discharge permits

Current as of 31 January 2025

- Stay informed on regulatory changes and proactively address new requirements
- Develop emergency preparedness plans and test plans
- Consult with MECP, Environment Canada and Thunder Bay District Health Unit for regulatory matters related to the WPCP
- Create, maintain, and train staff on environmental standard operating procedures
- Manage documentation related to environmental reporting
- Prepare and submit applications for wastewater certification to OWWCO for staff as required
- Develop and present wastewater certification exam preparation courses for staff
- Consult with and respond to inquiries from internal divisions/departments, other municipalities and levels of government/agencies, consultants, contractors, regulatory agencies and the general public; maintains appropriate media relations
- Ensure plans, procedures, standards, safety precautions and rules are put in place and staff work in compliance with all related Provincial, Federal and Corporate regulations, requirements, and policies
- Check and accounts for operational and maintenance and inventory of safety equipment and provides technical direction and guidance to staff on the use of plant safety equipment
- Complete logs and other record keeping mechanisms as required in accordance with the regulatory requirements
- Maintain records of water quality tests and results
- Manage compliance with hazardous material handling regulations
- Ensuring proper disposal of hazardous materials, including compliance with RPRA requirements
- Undertake and document compliance activities for site Air & Noise - Environmental Compliance Approval
- Undertake and document compliance activities and required reporting per WSER (Wastewater Systems Effluent Regulations) and MUMP (Municipal Utility Monitoring Program) – quarterly reporting for both
- Undertake and document compliance activities and required quarterly bypass reporting to the MECP
- Compile and submit reports for Statistics Canada - Monthly Renewable Fuel and Hydrogen Survey
- Compile and submit annual reporting – NPRI (National Pollutant Release Inventory) / Environment Canada
- Compile data for annual Benchmarking Reports
- Prepare Annual Report for the WPCP and submit to MECP
- Apply for permissions for process deviations where maintenance or other activity make this necessary
- Undertake and document consultations with stakeholders when process deviations or bypasses to be undertaken on a planned basis
- Oversee / maintain groundwater sample wells at the WPCP site
- Conducting routine inspections test running as well as Load Bank Testing of backup generators and power systems, 600V and 4160V
- Maintenance of Methane, Hydrogen Sulfide, Oxygen and Carbon Monoxide gas monitoring sensors and transmitters

Current as of 31 January 2025

- Maintain process and Facility equipment regarding the Ontario Building Code, Fire Code, CSA, ESA, TSSA and OH&S. Maintain the ESA electrical log for the WPCP permits
- Maintain equipment list on TSSA portal, ensure TSSA invoice payments are current, and address findings identified during inspections
- Consult with Corporate Insurance representatives, lead inspection tours with Inspection representatives, address findings in a timely manner
- Maintain the WPCP intranet including the Operations E-log, SOP, Change Management and QMS databases
- Perform the function of regular duty, after-hours duty, service, and sludge dewatering operator as assigned to maintain plant operations
- Participate in committees, working groups, benchmarking - sharing information to drive improved performance and cost effectiveness
- Manage process chemical application programs, including performance and cost and periodically lead contract renewal evaluations
- Scan technical resources (journals and trade publications, conference, or vendor presentations) to assess best practices, innovations, or new products or technologies that will improve cost or performance
- Evaluate staffing needs and recommend adjustments to organizational structure; participate in recruitment processes and make effective hiring decisions
- Supervise operations and maintenance staff, including overseeing staff development, performance evaluations, coaching, mentoring, and disciplinary actions
- Ensure compliance with health and safety regulations by organizing safety meetings and conducting risk assessments
- Facilitate Joint Health and Safety program for the WPCP, including meetings, minutes, completion of assigned actions, monthly inspections, maintenance of JHSC bulletin board
- Monthly safety talks are issued, and attendance is tracked and submitted to Compliance and Safety Departments for tracking
- Manage overtime requests and approvals while maintaining accurate timesheets and records
- Lead recruitment efforts, including attending job fairs, sourcing candidates, conducting interviews, and coordinating onboarding processes
- Implement and manage performance appraisal systems, providing constructive feedback and coaching to employees
- Develop and deliver training programs to address skill gaps, support professional development, and ensure licensing requirements are met
- Promote a positive work culture aligned with organizational values and recognize employee achievements
- Address workplace issues such as grievances, harassment complaints, and union-related matters, maintaining confidentiality and adhering to labour agreements
- Participate in divisional reviews and provide input on policies, strategic initiatives, budgets, and key issues
- Facilitate new hire orientation and maintain accurate records of employee data and professional development activities
- Manage WPCP schedule and staffing to maintain 24-hour coverage for operations, standby and ORO rotation

Current as of 31 January 2025

- Manage Wastewater Collection staffing schedule to maintain coverage for operations, maintenance, and 24-hour standby and ORO rotation
- Manage Commercial Vehicle Operator Registration compliance for the Section
- Issuance and collection of Corporate issued equipment, keys, credit cards, etc.
- Tracking and submission of corporate expenses
- Provide support and guidance to employees on leave entitlements, modified work plans and return-to-work programs
- Maintain Plant administration files in accordance with records retention policies
- Inspect and Maintain storm water collection systems
- Cleaning, Maintenance and Inspection of the WWC systems and sanitary/storm sewer laterals
- Maintenance and inspection of all Storm and Sanitary sewer manholes
- Maintenance and inspection of all Catch Basins and storm sewer leads.
- Have a general understanding of the Ontario Plumbing Code (OPC)
- Assess fleet inventory for replacements and right sizing of assets
- Purchase and maintenance of small equipment (pumps, packers, sign boards, etc.)
- Manage Public complaints and concerns.
- Excess soils management, Contaminated soils management
- Develop and maintain City of Thunder Bay sorting and recycling sites for soils management
- Utility cut maintenance and restoration
- Actively participate in the claims process under direction of the Office of the City Clerk and Legal Services
- Easement investigations and maintenance
- Provide utility locates and manage internal processes.
- Maintain compliance with Ontario One Call (On1Call) for utility locates.
- Develop and maintain Alternate Locate Agreements (ALA) with utility stakeholders
- Maintenance and installation of methane gas collection system and ground water test stations at Solid Waste and Recycling Facility
- Maintenance of the Leachate collection system at Solid Waste and Recycling Facility

Waterworks (Treatment and Distribution)

- Evaluate staffing needs and recommend adjustments to organizational structure; participate in recruitment processes and make effective hiring decisions
- Supervise operations and maintenance staff, including overseeing staff development, performance evaluations, coaching, mentoring, and disciplinary actions
- Ensure compliance with Health & Safety regulations by facilitating, organizing and participating in monthly safety and daily tailgate meetings

Current as of 31 January 2025

- Conducting plant and substation Health & Safety risk assessments as well as task-based risk assessments with annual reviews
- Facilitate and participate in Joint Health and Safety program - including meetings, minutes, completion of assigned actions, monthly inspections, maintenance of JHSC bulletin board and required training
- Administer and review Corporate monthly safety talks
- Check and account for operational and maintenance and inventory of safety equipment and provide technical direction and guidance to staff on the use of plant safety equipment
- Manage overtime requests and approvals based on process / maintenance needs
- Manage timesheets and submit to payroll
- Manage Operating and Operator-in-Charge (OIC) time for all certified staff – involves detailed tracking of hours worked and tasks completed
- Review and sign off on provincial certification renewals and upgrades for staff
- Work with Human Resources in recruitment efforts, including job description reviews, posting of competitions, sourcing of candidates, short listing, conducting interviews, and coordinating onboarding processes
- Facilitate new hire orientation and submit all corporate employee training and professional development activities to Human Resources
- Implement and manage performance appraisal systems, providing constructive feedback and coaching to employees
- Review existing training programs and work closely with Compliance and Quality Control to update as needed
- Review training hours with Compliance and Quality Control to ensure licensing requirements are met
- Work with Training & Quality Assurance Coordinator selecting and scheduling applicable Continued Education Units (CEUs) and Hands-On training for certified staff
- Address workplace issues such as grievances, harassment complaints, and union-related matters, maintaining confidentiality and adhering to labour agreements
- Participate in divisional reviews and provide input on policies, strategic initiatives, budgets, and key issues
- Manage Water Treatment Plant schedule and staffing to maintain 24/7 coverage for operations, standby and ORO
- Manage Water Distribution staffing schedule to maintain coverage for operations, maintenance, contract services, meter shop and 24-hour standby and ORO rotation, as well as utility locate staff
- Manage Commercial Vehicle Operator Registration compliance for the Section
- Develop and execute integrated work plans to meet operational and service objectives
- Manage the distribution and collection of Corporate issued equipment, keys, credit cards, etc.
- Tracking and submission of corporate expenses
- Provide support and guidance to employees on leave entitlements, modified work plans and return-to-work programs
- Maintain administration files in accordance with corporate records retention policies
- Engage with stakeholders and the public regarding plant operations and environmental initiatives

Current as of 31 January 2025

- Manage capital projects, including plant and station upgrades
- Develop project timelines and oversee milestones, ensuring adherence to budgets and deliverables
- Collaborate with engineering teams and contractors for equipment commissioning and plant construction, water distribution system rehabilitation and replacement
- Review and approve water service connection applications, oversee and manage installation/demolition of water service connections
- Oversee water meter program and operation and maintenance of water fill stations
- Oversee utility locates program to meet Ontario One Call regulations
- Monitor progress on infrastructure improvements, such as distribution station upgrades, emergency power generator replacement and facility enhancements
- Manage leak detection and valve exercising program
- Manage flushing program to maintain water quality
- Manage watermain repair work to maintain a safe, clean, continuous supply of water to customers
- Manage priority lead replacement program
- Manage operations for boulevard lake dam
- Analyze data for process optimization
- Administer financial assistance program for privately owned lead service line replacements
- Promote innovation by assessing innovative technologies and practices to enhance plant performance and cost efficiency
- Prepare and present Corporate Reports to City Council as required
- Respond to customer concerns via email, phone or on-site visits
- Assist in preparing project plans, specifications, and contract documents, including cost estimation
- Review current standard operating procedures and adjust as needed
- Develop new standard operating procedures as needed
- Develop and manage requests for proposals (RFPs), request for standard offers (RFSOs) and tenders, coordinating with internal and external stakeholders
- Maintain and utilize SAP for asset management, staff training, and maintenance planning
- Monitor and update operational policies, ensuring alignment with current standards and regulations and work with HR to revise or amend
- Develop emergency response plans for plant, booster stations and reservoirs
- Develop and maintain 20-year Drinking Water System Financial Plan
- Plan and oversee annual facility assessments, audits, and long-term infrastructure renewal strategies
- Develop and manage infrastructure budgets, including operational and capital expenditure planning
- Prioritize asset renewal projects and manage capital contracts through coordination with consultants and management

Current as of 31 January 2025

- Optimize energy consumption, including HVAC system, combined heat and power generator, and boiler systems to reduce carbon footprint and operational costs
- Recommend the purchase of equipment and services, including securing quotes, drafting of purchase requisitions, release of purchase requisitions and purchase orders while maintaining compliance with Supply Management By-Law
- Serve as Operator-in-Charge (OIC) or Overall Responsible Operator (ORO) as required, ensuring compliance with emergency response protocols
- Monitor and adjust plant processes using the SCADA system to ensure efficient operations
- Oversee inventory management, including ordering and maintaining operational supplies and chemicals
- Conduct daily plant startup, shutdown, and routine maintenance procedures, ensuring proper equipment operation and process optimization
- Respond to alarms, troubleshoot issues, and recommend revisions to improve operational procedures
- Prepare request for service notifications to plant maintenance staff for process equipment requiring service
- Provide plant tours and information sessions for interested stakeholders, including school groups, public and City Councillors
- Maintain compliance with recommended corporate cyber security protocols
- Work with 3rd party vendor for the development of process cyber security protocols including testing and update cyber security procedures based on learnings
- Conduct drills for scenarios such as power outages, chemical spills, and equipment failures
- Plan and schedule preventative and corrective maintenance for equipment
- Oversee installation, repair, and testing of electrical fixtures, control systems, and programmable logic controllers
- Ensure the maintenance of critical spare parts inventory and coordinate equipment upgrades and replacements
- Utilize the SAP system to manage work orders, track maintenance activities, and record resource usage
- Perform routine inspections of plant infrastructure, addressing equipment wear, abnormalities, and necessary repairs
- Collaborate with contractors and service providers to manage capital and operational projects efficiently
- Collaborate with post-secondary educational institutions on research projects
- Ensure compliance with safety standards during maintenance activities, including confined space assessments and lockouts
- Ensure adherence to regulatory requirements, including the Safe Drinking Water Act, Clean Water Act, Ontario Water Resources Act and other federal, provincial, and municipal standards
- Ensure compliance with Ministry of Environment, Compliance and Parks (MECP) including the Municipal Drinking Water Licence, and Drinking Water Works Permit
- Lead inspections and audits with regulatory agencies such as: MECP, Ministry of Labour, Electrical Safety Authority, TSSA, Environment Canada and Thunder Bay District Health Unit
- Complete follow up actions and findings, as identified in audits and inspections
- Work with Compliance to maintain the Drinking Water Quality Management System (DWQMS), including training, audits and continuous improvements

Current as of 31 January 2025

- Prepare and submit regulatory reports, such as the Annual Drinking Water Report, Annual and Semi-Annual Drinking Water System Lead Report
- Maintain records of WTP plant and Distribution instrument calibrations
- Stay informed on regulatory changes and proactively address new requirements. Communicate these changes to staff
- Regular consultation with MECP, Environment Canada and Thunder Bay District Health Unit for regulatory matters related to the drinking water system
- Consult with and respond to inquiries from internal divisions/departments, other municipalities and levels of government/agencies, consultants, contractors, regulatory agencies and the general public; maintain appropriate media relations
- Complete logs and other record keeping mechanisms as required in accordance with Drinking Water regulatory requirements
- Review and maintain records of water quality tests and results
- Managing compliance with hazardous material storage and handling regulations
- Ensuring proper disposal of hazardous materials, including compliance with RPPRA requirements
- Undertake and document compliance activities for site air Environmental Compliance Approval
- Meet all compliance activities required under the Safe Drinking Water Act – O. Reg. 170/03, MDWP & DWWP
- Compile data for annual Benchmarking Reports
- Conduct monthly inspections and test running of backup generators and power systems, 600V and 4160V, including annual load bank testing
- Maintain process and Facility equipment regarding the Ontario Building Code, Fire Code, CSA, ESA, TSSA and OH&S. Maintain the ESA electrical log for WTP permits
- Maintain the equipment list on the TSSA portal and ensure payments are current, address findings identified during TSSA inspections
- Consult with Corporate Insurance representatives and lead insurance inspection tours, addressing any findings in a timely manner
- Manage and respond to public concerns
- Scan technical resources (journals and trade publications, conference, or vendor presentations) to assess best practices, innovations, or new products or technologies that will improve cost or performance of plant
- Maintain cleanliness and functionality of plant grounds, roads, and emergency exits
- Coordinate snow removal, lawn care, and drainage maintenance to ensure site accessibility and safety
- Conduct metering investigations in partnership with Revenue
- Manage the water meter replacement program
- Manage the 800A – water meter installer certification program
- Assist in the management of the Backflow Prevention Program
- Have a general understanding of the Ontario Plumbing Code (OPC)

Current as of 31 January 2025

- Assess fleet inventory for replacements and right sizing of assets
- Purchase and maintenance of small equipment (pumps, packers, sign boards, etc.)
- Manage Public complaints and concerns.
- Excess soils management, Contaminated soils management
- Develop and maintain City of Thunder Bay sorting and recycling facilities for soils management
- Utility cut maintenance and restoration
- Actively participate in the claims process under direction of the Office of the City Clerk and Legal Services
- Easement investigations and maintenance
- Provide utility locates and manage internal processes.
- Maintain compliance with Ontario One Call (On1Call) for utility locates.
- Develop and maintain Alternate Locate Agreements (ALA) with utility stakeholders

Central Support Division

- Oversee the Central Support Division, including Landfill Kiosk, Golf Courses, Arena & Stadia concessions, 24-hour Dispatch, Communications, Computer Systems, Workforce and Customer Relations Management, Telecommunications, and the Crossing Guard Program.
- Stay informed about relevant legislation, regulations, by-laws, and trends in service delivery.
- Ensure compliance with City policies, legal, and audit requirements through procedures, reports, and standards.
- Maintain knowledge of Collective Agreements and staff group dynamics.
- Organize meetings, prepare materials, and document outcomes.
- Contribute to organizational reviews, feasibility studies, HR management, and budgeting in consultation with the Commissioner and Division Managers.
- Seek outside funding and prepare reports.
- Advise on policy development, procedural changes, and special projects.
- Serve on committees and teams, supporting the Corporate Strategic Plan.
- Manage annual capital and operating budgets, financial reporting, and asset accounting, analyzing results and recommending corrective actions.
- Oversee accounts payable/receivable, purchase orders, vendor payments, and project data.
- Manage financial aspects of agreements and provide internal audit reviews for compliance.
- Ensure efficient management of capital expenditures and PSAB compliance.
- Supervise the development of IT/OT strategies, liaise with IT/Finance, and manage cybersecurity efforts.
- Oversee GIS and Asset Management systems, ensuring scalability and efficiency.
- Evaluate staffing needs, participate in recruitment, and manage staff development and performance.
- Ensure a safe working environment and handle confidential reports and business cases.

Current as of 31 January 2025

- Monitor and evaluate re-engineering activities and liaise with Payroll and HR on employee-related issues.
- Provide technical guidance for technology systems.
- Develop and implement communications plans, manage website and social media content, and handle press releases and public inquiries.
- Coordinate temporary street closures and organize work orders.
- Serve as the primary contact for inquiries and administer water fob accounts.
- Review and process permits, maintain divisional records, and manage capital project documents.
- Oversee inventory, procurement, and administrative support.
- Manage the Crossing Guard Program, including training, recruitment, and inspections.
- Conduct safety inspections, coordinate with police, and manage equipment and uniform requests.
- Organize Crossing Guard Appreciation Week and handle insurance claims.
- Monitor health and safety compliance and secure funding for program initiatives.
- Participate in committee meetings and collaborate with provincial counterparts.

Thunder Bay Fire and Rescue

Human Resources Related Activities

- Coordinating staff scheduling, including shift management and overtime approvals.
- Managing workplace grievances and conflict resolution.
- Overseeing performance appraisals and staff training requirements.
- Administering payroll and benefit programs for TBFR personnel.
- Ensuring compliance with labor laws and occupational health and safety standards.
- Coordinating employee assistance programs and mental health resources.

Emergency Response Operations

- Responding to fire suppression calls.
- Providing auto extrication services for vehicle collisions.
- Conducting hazardous materials response operations.
- Managing urban search and rescue operations.
- Performing confined space, water, and rope rescues.
- Delivering emergency medical response and support.
- Coordinating with external agencies (EMS, Police, etc.) during multi-agency incidents.
- Monitoring and evaluating emergency response times to ensure service levels.
- Performing equipment checks and readiness assessments for firefighting vehicles and tools.

Current as of 31 January 2025

Fire Prevention and Safety Standards Operations

- Conducting fire code inspections based on complaints
- Conducting fire code inspections for residential, commercial, and industrial properties.
- Investigating fire origin and causes, reporting findings as required.
- Managing enforcement of fire and safety codes in multi-unit and high-risk properties by analyzing risks through the Community Risk Assessment (CRA) and prioritizing mitigation strategies.
- Developing and delivering public fire safety education programs.
- Coordinating fire drills and emergency preparedness plans with businesses and schools.
- Tracking fire safety compliance and issuing citations for non-compliance.
- Monitoring building permits and zoning applications for fire safety compliance.
- Collaborating with municipal enforcement and building divisions on fire safety-related concerns.

CEMC and Logistics

City's Emergency Plan:

- Implementing and updating the City's Emergency Management Plan in accordance with provincial legislation.
- Ensuring alignment of emergency plans with regional and provincial strategies.
- Leading regular reviews and updates to the Community Risk Assessment (CRA) and Hazard Identification Risk Assessment (HIRA) to identify and address potential hazards.
- Coordinating emergency preparedness exercises and simulations to test the plan's effectiveness.

Emergency Response Leadership:

- Acting as the primary liaison during declared emergencies, coordinating the City's response with external agencies (EMS, Police, Public Works, and Provincial Ministries).
- Activating and managing the Emergency Operations Center (EOC) during emergencies.
- Providing leadership in decision-making for emergency resource allocation and incident management.

Community Preparedness and Training:

- Organizing training programs for staff, stakeholders, and volunteers to ensure effective emergency preparedness and response (IMS).
- Conducting public awareness campaigns on emergency preparedness, evacuation procedures, and hazard mitigation.
- Delivering community outreach programs to vulnerable populations to ensure emergency readiness.

Compliance and Reporting:

- Ensuring compliance with the Emergency Management and Civil Protection Act (EMCPA) and changes to related regulations.
- Submitting annual compliance reports and emergency readiness assessments to relevant authorities.

Current as of 31 January 2025

- Documenting emergency responses, identifying gaps, and proposing recommendations for improvement.

Other Duties:

- Attending Provincial and Regional emergency management meetings to remain current on policies and procedures.
- Developing partnerships with local agencies, businesses, and community groups to strengthen emergency response capabilities.
- Supporting the coordination of recovery efforts post-emergency, including damage assessments and restoration planning.

Administrative Support

- Processing invoices, budget tracking, and financial reporting.
- Coordinating procurement of equipment and supplies (e.g., fire trucks, personal protective gear).
- Managing records, including training logs, incident reports, and inspection outcomes.
- Preparing annual and quarterly operational reports for stakeholders.
- Maintaining up-to-date communication systems for emergency operations.
- Maintenance and support for public safety radio system functionality.
- Responding to public inquiries and concerns regarding fire safety services.
- Conducting regular facility maintenance and upgrades.

Training and Professional Development

- Conducting ongoing firefighter training in alignment with NFPA standards.
- Organizing simulations, live fire drills, and hazard-specific response training.
- Providing certification courses and maintenance training for fire investigation and hazardous materials handling.
- Ensuring emergency response personnel meet mandatory medical and fitness standards.
- Training administrative staff on new technology systems and operational procedures.
- Operating and supporting Training Center grounds and classroom facilities.

Community Engagement

- Attending public events to promote fire safety awareness.
- Conducting outreach to vulnerable groups, including seniors and low-income families.
- Partnering with schools for fire prevention education programs.
- Collaborating with Indigenous communities to address fire risks and safety needs.
- Promoting safety initiatives such as smoke alarm programs and home safety inspections.

Human Resources

Compensation & Benefits

- Provides accurate and timely payroll administration for all municipal employee groups, including City Council and Thunder Bay Police Services, in compliance with collective agreement and statutory requirements
- Processes accurate and timely personnel changes including increments, reclassifications, terminations, promotions and leaves
- Processes salary continuance, short-term and long-term disability payments
- Administers benefits plans including OMERS, drugs, dental, extended health care, EFAP, Life Insurance and short and long-term disability Benefits
- Develops and implements competitive total compensation policies and programs
- Oversees the job evaluation process, ensuring that the City meets the requirements of Pay Equity legislation
- Supports the development, maintenance, and testing of the HRIS/Payroll Management information systems

Employee Relations

- Provides expert labour relations advice on the interpretation and administration of collective agreement, policy and legislative requirements
- Leads labour negotiations, including conciliation and interest arbitration
- Ensures that negotiated agreements are within approved Council mandates and support corporate strategic goals
- Provides advice and recommendations to City leadership in response to grievances and manages all stages of the grievance procedure including mediation and arbitration
- Collaborates with management and union stakeholders to find solutions to advance corporate initiatives.
- Counsels and supports City leadership to manage the performance of employees
- Fosters harmonious working relationships and provides labour relations expertise to resolve disputes and conduct investigations in a timely, impartial, and consistent way

Talent Acquisition & Development

- Champions the City's Employer Brand and Employee Value Proposition (EVP) with all talent acquisition & development initiatives
- Provides expert advice and leadership to support the attraction, retention and development of a skilled, diverse, and performance-oriented workforce
- Develops and implements innovative talent sourcing and attraction strategies tailored to unique needs of each workplace
- Champions equity, diversity and inclusion initiatives
- Supports leaders with job design and organizational design advice and consultation

Current as of 31 January 2025

- Designs and implements learning and development opportunities across the Corporation

Safety & Wellness

- Establishes, implements, and maintains a comprehensive safety program that meets and exceeds legislative requirements
- Partners with leaders to identify hazards and develop procedures to address working conditions in unique environments
- Works proactively with the Ministry of Labour, Immigration, Training and Skills Development and other regulatory agencies on issues related to occupational health and safety
- Develops and implements the Safety Management System as a tool to drive continuous improvement, manage risk and create safer workplaces for all employees
- Provides leadership and expert advice in wellness, occupational illness and injury, disability and claims management and return to work
- Develops and provides education, counselling, and disability management services to employees and supervisors who are impacted by occupational or non-occupational injuries or illness.
- Develops and promotes strategies to enhance the health and wellbeing of employees including psychological health and safety in the workplace.

Office of the City Clerk (including Archives, Records, Access and Privacy)

Operations

- Customer Service at City Hall – sale of bus passes, marriage and lottery licenses, commissioning of documents etc.
- First point of contact for many public processes. Responsible for answering phone calls and emails from public.
- Provide administrative support for Councillors, i.e. book travel, office supplies, phone & internet support.
- Receive and process requests for scrolls to acknowledge milestone events for citizens of Thunder Bay on behalf of Mayor and City Council.
- Coordinate all City Hall facility bookings including requirements for technology, security support etc.
- Fulfill the responsibility of Commissioner of Oaths for the public.
- Under the city's policy, coordinates all proclamations made on behalf of Mayor and Council and associated flag raising events.
- Provide support and training where appropriate to charitable organizations relative to lottery licensing in Thunder Bay.

Administration

- Approve and coordinate deputation requests to appear before Committee of the Whole or Advisory Committees and ensure constant communication with requestors, administration and City Council.

Current as of 31 January 2025

- Coordinate and manage Ward and Town Hall meetings for City Council.
- Receive, distribute and file all correspondence directed to City Council.
- Manage the City's agenda management software, Escribe internally and externally.
- Manage the broadcast of open meetings through the city's website, Rogers TV and Tbaytel.
- Responsible for the proper operation of all council chamber technology, support city departments as users of council chamber.
- Inside CTB - Council Portal content updates with training, forms, associated information to best inform members of council.
- Supporting senior leadership with relevant procedural and legislative inquiries. (Agenda management, presentations, follow up from meetings, existing policies, new policy development, guidance on city by-laws and legislative processes in general).
- Manage the City's Corporate Policy Manual.
- Monitoring Office of the City Clerk and Councillor budgets.
- Day to day human resources management for all associated staff including summer students and educational student placement opportunities.
- Processing contracts and agreements to ensure all requirements are managed in accordance with the city's requirements.
- Provide administrative support for 20 Advisory Committees of Council as both secretary to committees and resource persons to support associated Committee work.
- Coordinate tracking of outstanding council motions and pending by-laws.
- Oversee the appointment process of Council and Citizens to Boards and Committees, track vacancies and associated appointment to committees and boards.
- Manage the City's Official Recognition program – monthly and annual presentations to deserving citizens.

Legislative Functions

- Administer the creation and distribution of agendas and minutes for Committee of the Whole, City Council and Advisory Committees of Council as required by the Municipal Act.
- Provides timely advice and support to Mayor & Council and Administration including but not limited to associated motions/memos to council/committee, as required.
- Manage relationship, reports and invoicing for Integrity Commissioner and Closed Session Meeting Investigator as required under the Municipal Act.
- Posts associated notices and establishes processes associated with Strong Mayors under Part IV.1 of the Municipal Act (including Mayoral Notices of Decision and Notices of Direction).
- Post and update the Conflict-of-Interest Registry for Members of City Council and appointed members to boards and committees as required by the Municipal Act.
- Provides advice and consultation to staff related to the collection, use, disclosure, storage and security of personal information as required under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and the Personal

Current as of 31 January 2025

Health Information Protection Act (PHIPA), and develops solutions that balance business needs with privacy requirements and other related risks.

- Manage and coordinate freedom of information requests (FOI) under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA).
- Oversee the Municipal Accessibility Office and the Multi Year Accessibility Plan as required under the Accessibility for Ontarians with Disabilities Act (AODA).
- Under the Liquor License and Control Act and associated city policy, processing of Liquor License Applications, Special Occasion Permit requests and Events of Municipal significance.
- Manage all functions assigned to the municipal clerk relative to the Marriage Act, including but not limited to, issuing of marriage licenses and coordination of vendor for marriage officiant services.
- Manage all requirements under Order-in-Council 1413/08 (as amended); and the Gaming Control Act and its Regulations for the issuing of lottery licensing, approval of eligibility of charitable organization, all reporting requirements as per the province of Ontario.

Archives & Records

- Responsible for development, oversight and overall coordination of the City's Records Management program.
- Management of Harry Kirk Archives and Records Centre facility, including climate and environmental threat monitoring, long- and short-term space planning, specialized equipment acquisition and upkeep.
- Management of the Records Centre, including coordinating transfers, records retrieval, and processing at end of retention.
- Management of the City's records management software, Content Manager, and the archival database, ArchivEra.
- Designs, develops, and delivers training to City staff in Records Management processes.
- Management of the archival process and preservation of all permanent archival records for the City of Thunder Bay and the cities of Fort William and Port Arthur, and some private donations.
- Conducts research for City Staff and City Council to locate key information.
- Promotes the re-use of expensive office supplies by making re-usable supplies such as clips and binders available for re-distribution throughout the corporation.
- Coordinates public service processes for the public at the Harry Kirk Archives and Records Centre for the purposes of conducting research, requesting information and records, providing tours and public outreach.
- Coordinates annual Women's History Month exhibit and maintains the city's archive with respect to those inducted on an annual basis.
- Coordinates with other local arts and heritage organizations to work together on initiatives.
- Supports the work of the Heritage Advisory Committee and prepares reports and by-laws for City Council relative to heritage matters, property designations, additions to the heritage register.

Current as of 31 January 2025

- Serves as the main contact for communication with heritage property owners relative to designated properties, properties listed on the heritage register and those seeking designation or registration.
- Coordinates communication with the Provincial and Federal Government as it relates to heritage designated properties in the City of Thunder Bay.

Access and Privacy

- Develops, administers, and maintains the Corporate Privacy Program to allow for effective privacy practices.
- Processes, analyzes, and makes access decisions for Freedom of Information (FOI) requests. This includes communicating with City Divisions, preparing documents for release, and managing appeals, including mediation and adjudication with the Information and Privacy Commissioner of Ontario (IPC).
- Prepares drafts of responses to the Information and Privacy Commissioner (IPC).
- Works in partnership with the City's Health Information Custodians, upon request, with respect to the Ontario Personal Health Information Protection Act, 2004 (PHIPA) processes for access and privacy matters.
- Conducts privacy breach investigations, prepares breach reports, coordinates the breach notification process to affected individuals and the IPC, identifies mitigation strategies, and provides corporation level recommendations where appropriate.
- Works with other City leaders/business units in developing and maintaining the privacy risk assessment strategy and framework, including Privacy Impact Assessments (PIAs) and guidance, for the organization. Assist with or conducts PIAs. Works with the sponsoring departments, vendors and/or privacy consultants to complete PIAs.
- Prepares the annual report for the IPC and leads in the preparation and completion of other reporting as required.
- Researches and analyzes IPC decisions, orders, reports, guidance, and other resources to make informed decisions. (e.g. access decisions, prepare appeal responses, draft privacy impact assessments, and investigate privacy breaches).
- Builds knowledge of access and privacy issues through a variety of knowledge strategies, including reviewing information from privacy oversight bodies, attending conferences, and partaking in other educational opportunities.

City Solicitor & Corporate Counsel

Representation in Litigation and Other Legal Proceedings

- Represent the City in legal proceedings before the courts (Small Claims Court, Superior Court of Justice, Divisional Court, etc.) and various administrative tribunals and agencies (Ontario Land Tribunal, Information & Privacy Commissioner of Ontario, Human Rights Tribunal of Ontario, etc.).
- Retain appropriate external lawyers to act as legal counsel for the City and certain local boards (e.g., Thunder Bay Police Service Board), as may be required, in legal proceedings before the courts and administrative tribunals and agencies.

Legal Advice and Review of Legal Documents

- Provide comprehensive and timely legal counsel and advice to City Council, City Manager, and the heads of Corporate Departments and Divisions, in varied areas of law, including municipal governance, municipal liability, planning, realty, development, commercial, procurement, construction, environmental, IT, privacy, human rights, and other areas.
- Provide legal advice on compliance with provincial and federal laws and assist in the development and review of municipal policies and procedures to ensure alignment with legal standards.
- Draft, review, and negotiate contracts, agreements, and by-laws to protect the City's interests.

General Administration

- Manage indemnity requests of members of Council and local boards, and their employees, pursuant to the City's Indemnity By-law.
- Manage the insured legal fees, non-insured legal fees, and associated reserves for the Corporation.
- Manage Corporate licensing and regulatory compliance for the Corporate Teranet and ONCORP accounts.

Corporate Insurance Program

- Place and manage the insurance program for the City and certain local boards (e.g., Thunder Bay Police Service Board, TbayTel, etc.), including general liability, auto, cyber, property, and environmental.
- Issuing and reviewing certificates of insurance, when required.
- Review of contracts and agreements for compliance with insurance policies.
- Retain and manage external insurance adjusters, including reviewing and assessing adjusting reports and providing instructions to adjusters within approved monetary thresholds.

Part I Prosecutions for the District

- Prosecution of Part I ("tickets") of all Provincial Offences (e.g., Highway Traffic Act) in the District of Thunder Bay (including, Geraldton, Nipigon, Marathon, Schreiber, Armstrong) and some Part III offences (e.g., By-laws, Fire Code, Building Code, etc.).
- Represent the City on prosecutorial matters on appeal under the Provincial Offences Act at the Ontario Court of Justice and Superior Court of Justice.



Memorandum

TO: Krista Power, Director – Legislative Services & City Clerk **FILE:**

FROM: John Collin, City Manager
City Manager’s Office

DATE: 01/24/2025

SUBJECT: City Manager’s Workplan - Request for Presentation

MEETING & DATE: Committee of the Whole - 02/10/2025

I respectfully request the opportunity to provide a presentation to Committee of the Whole on February 10, 2025, relative to Report 012-2025 (City Manager's Office) City Manager’s Workplan.