

# CityStudio Thunder Bay: Highlights & Impact Report (2023 – 2026)

## Introduction

CityStudio Thunder Bay is a collaborative initiative that brings together students, faculty, and community partners to co-create solutions to real-world civic challenges. Through applied learning projects, students gain hands-on experience while contributing tangible value to the City of Thunder Bay and its constituents.

This report documents the implementation, progress, and outcomes of the three-year CityStudio Thunder Bay pilot (Summer 2023–Winter 2026), with a particular focus on the contributions and successes of each participating post-secondary institution. It is intended to provide an overview of how the CityStudio model was operationalized in Thunder Bay and the impacts generated through teaching, learning, and community collaboration.

The CityStudio Thunder Bay pilot was supported by a Canadian Institutes of Health Research (CIHR) grant examining the impacts of community-campus engagement on population health. Findings from that research are presented separately in the companion report, *Community-campus engagement toward community safety and well-being: Reflections on a three-year pilot project*. This report focuses specifically on the pilot's delivery and outcomes rather than the research findings.

## About the CityStudio Thunder Bay Pilot

Launched in 2023, CityStudio Thunder Bay is a three-year pilot initiative (2023–2026) delivered in partnership with the City of Thunder Bay (COTB), Lakehead University (LU), Confederation College (CC), and the Northern Ontario School of Medicine University (NOSMU). The initiative supports the City of Thunder Bay's Community Safety and Well-Being Plan through collaboration with post-secondary institutions and community partners.

While the pilot contributed to a broader research agenda, it also enabled local partners to develop and refine a locally adapted CityStudio model. Governance was provided through a multi-institutional Steering Committee, with day-to-day coordination led by a dedicated CityStudio Coordinator who supported collaboration, project implementation, and alignment across partners.

## Key Achievements (2023–2026)

- Established formal collaboration among all partner institutions
- Created a multi-institutional Steering Committee to guide governance and strategy
- Formalized a Memorandum of Understanding with Lakehead University, with a similar agreement underway with Confederation College.
- Developed clear outreach and engagement pathways within each institution
- Successfully matched, supported, and showcased projects at key events, including Research & Innovation Week (LU), Academic Showcase (CC), the Northern Health Research Conference (NOSMU) and HUBBUB (City of Ottawa)
- Built a consistent marketing and communications presence across LinkedIn, the City’s website, and local media

## Impact Metrics

### THUNDER BAY



## Value & Benefits

CityStudio Thunder Bay delivers wide-ranging benefits to students, faculty, and the broader community:

### Transformative Learning Experiences

- Students tackle real-world civic challenges through hands-on, experiential learning and applied projects.
- Learning goes beyond the classroom—building confidence, creativity, communication and problem-solving skills.

### Talent Attraction & Retention

- Projects showcase the diverse opportunities available in Thunder Bay, helping to retain student talent.
- Helps students connect with the community, fostering a sense of belonging and encouraging them to stay and grow in Thunder Bay.
- Students build meaningful networks with local employers, faculty, and community leaders—opening doors to future careers.
- Provides newcomer students with opportunities to engage with the community, encouraging them to stay and grow in Thunder Bay.

### Career-Ready Skills & Opportunities

- Expands access to co-ops, internships, and placements within the COTB and community organizations.
- Enhances employability by giving students practical experience and a competitive edge in the job market.

### Collaborative Research & Innovation

- Emphasizes the need for comprehensive Memorandums of Understanding, including data sharing agreements for cross-institutional partnerships.
- Strengthens local research partnerships with the COTB and community partners.
- Fosters cross-institutional research and project collaborations.
- Supports evidence-based solutions to community challenges.

### Civic Engagement & Awareness

- Students engage directly with civic issues, gaining insight into local governance and community needs.
- Builds a generation of informed, engaged citizens.

### Community Capacity Building

- Provides local organizations with fresh ideas, research, and student energy to tackle pressing issues.
- Encourages cross-sector collaboration, leading to stronger, more resilient community initiatives.

## Confederation College's Engagement

Confederation's involvement with CityStudio Thunder Bay is led by Robyn Gillespie (Manager, Applied Research & Sustainability) and supported by the Office of Applied Research & Innovation (Dr. Tim Larocque). CityStudio has built strong connections across multiple faculties, including:

- Business and International Business
- Health Informatics
- Health Administration & Leadership
- Digital Marketing and Media Arts
- Natural Resources
- Social Service Worker

## Confederation College-Specific Metrics:

- **Projects:** 63 unique projects and 60 solutions provided\*
- **Students Engaged:** 656
- **Faculty Involved:** 13
- **City Departments Engaged:** 14
- **City Staff Project Leads:** 29
- **Community Partners:** 11

## Highlighted Projects

### 1. Marketing and Communications Strategies

- **Lead:** Kristina Baraskewic, Business Marketing Program Coordinator
- **Partners:** City of Thunder Bay
- **Focus:** Create communication strategies and marketing materials to support COTB initiatives such as Youth Engagement in the Community Safety and Well-Being Plan, Quest Tech and Gaming Event, Anti-Idling Campaign, Youth Voting, 72-Hour Emergency Kits, Boulevard Gardens, The Key and the Thunder Bay Drug Strategy

### 2. Heat Island Mapping

- **Lead:** Sandra Stiles, Environmental Technician Program Coordinator
- **Partners:** City of Thunder Bay Climate Adaptation and Emergency Management
- **Focus:** Mapping 200+ locations across the City to identify 'heat islands' and use this information for civic and emergency planning

### 3. Community Indicator Framework (CIF)

- **Lead:** Gustavo Petterle, Health Informatics Instructor/PhD Candidate, Health Sciences, Lakehead University. Supported by Christina Foresto, Health Informatics.
- **Partners:** Confederation College, City of Thunder Bay, Thunder Bay District Health Unit, Lakehead University
- **Focus:** Data-informed decision-making to address community social, health and well-being challenges

\*see summary of projects attached

## Lakehead University Engagement

Lakehead's involvement with CityStudio Thunder Bay is led by Dr. Helle Moller (Department of Health Sciences) and supported by the Office of Research Services. CityStudio has built strong connections across multiple faculties, including:

- Business
- Health Sciences
- Geography
- Outdoor Recreation
- Natural Resources Management
- Social Work
- Kinesiology
- Engineering

### Lakehead University-Specific Metrics:

- **Projects:** 101\*
- **Students Engaged:** 524
- **Faculty Involved:** 12
- **City Departments Engaged:** 15
- **City Staff Project Leads:** 55
- **Community Partners:** 11+

### Highlighted Projects

#### 1. National Urban Park Pre-Feasibility Study

- **Lead:** President Gillian Siddall & Chief Michele Solomon
- **Support:** MP Marcus Powlowski, MPP Kevin Holland
- **Faculties Involved:** Business, Outdoor Recreation, Geography, Natural Resources Management, Law (+ external partners)
- **Focus:** National Urban Park Site Pre-Feasibility Exploration, ongoing since May 2024

#### 2. Community Safety & Well-Being – Equitable Engagement & Data Synthesis

- **Leads:** Dr. Tim Hardie, Faculty of Business and Dr. Helle Moller, Department of Health Sciences
- **Partners:** COTB Community Safety & Well-Being, Growth Department
- **Focus:** Strategies to encourage equitable community engagement and synthesize engagement data contributing to a stronger CSWB Plan

#### 3. Ergonomics/Safe Lifting City of Thunder Bay

- **Lead:** Dr. Kathryn Sinden, Kinesiology
- **Partners:** COTB Human Resources
- **Focus:** Assessment of COTB employee injury data and the creation of department-specific ergonomics exercises to reduce future injuries.

\*see summary of projects attached

## NOSMU Involvement

Dr. Erin Cameron serves as the Co-Principal Investigator (Co-PI) on the CIHR grant and is the Steering Committee Representative from the Northern Ontario School of Medicine University (NOSMU). Given the demanding curriculum and timetable of medical school, CityStudio's involvement with NOSMU has primarily focused on the research aspects of the CIHR grant. Towards the end of the pilot, a few CityStudio project/training opportunities were identified for incorporation into future learning/professional development opportunities.

Additionally, CityStudio supports the Compass North Student-Led Health Promotion Clinic, which partners with the City and a range of community organizations to deliver workshops and clinics on vital health topics such as diabetes, blood pressure management, relationship and sexual health, and more. Through these collaborations, Compass North has engaged with partners including the 55+ Centre, the Canada Games Complex, Faye Peterson House, and Dennis Franklin Cromarty High School, among others, to promote community well-being and accessible health education.

## Next Steps

CityStudio Thunder Bay has demonstrated strong early success in fostering meaningful collaboration between post-secondary institutions, the COTB, and community partners. With over 172 projects and nearly 1200 students engaged, the initiative is building a foundation for long-term impact in Thunder Bay.

Our efforts are now focused on:

- **Sustainability Planning:** Exploring options to embed the CityStudio model in Thunder Bay beyond the CIHR grant period (post-March 2026)
- **Institutional Integration:** Deepening connections with each post-secondary institution and expanding faculty engagement
- **Strategic Growth:** Identifying new civic challenges and community partners for future collaboration
- **Impact Evaluation:** Continue supporting CIHR and other institutional research to assess long-term outcomes on population health and community well-being

CityStudio Thunder Bay is more than a pilot—it's a growing movement for civic innovation and student success. The City of Thunder Bay remains a key partner in this initiative, and its continued leadership and collaboration will be instrumental in sustaining and expanding the community-campus engagement model beyond the pilot phase.

## Contact:

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## CityStudio Thunder Bay Confederation College Projects

Year	Term	Department	Faculty	Project Title	Community Partner	Student Experience
2023	Summer	Advanced Manufacturing	Greg Gagnon	Reverse Engineer of SeaBin Impeller	COTB - Climate Specialist	Applied Research
2023	Fall	Forestry	Keith Hautala	Mapping Tree Canopy Cover within the City of Thunder Bay	COTB - Forestry	Experiential Learning
2023	Fall	Forestry	Keith Hautala	GIS Mapping the CTB Waterfront Trail Accessibility	COTB - Parks	Experiential Learning
2023	Fall	Forestry	Keith Hautala	GIS Mapping of the Fire Response Time in the Greater Thunder Bay Region.	COTB - Emergency Management	Experiential Learning
2023	Fall	Business	Harold Wilson	Team Advertising & Promotion Campaign Plan for the Thunder Bay Country Market, Thunder Bay + Area Food Strategy, and Diversity Thunder Bay	Thunder Bay Food Strategy Thunder Bay Country Market Diversity Thunder Bay	Experiential Learning
2023	Fall	Health Informatics	Christina Foresto	Prototype Conceptualization for the Development of a Diabetic Foot Care Screening Tool	St. Joseph's Care Group	Experiential Learning
2023	Fall	Health Informatics	Christina Foresto	Wound Triage Algorithm Optimization Prototype Conceptualization	St. Joseph's Care Group	Experiential Learning
2024	Winter	Applied Research	Raquel Glavish	Applied Research Pedestrian Crossover Project with the City of Thunder Bay's Engineering Department	COTB - Engineering	Applied Research
2024	Winter	Social Service Worker	Shawn Untinen	Community Safety & Well-Being Priority Area Community Solutions	COTB - Community Safety and Well-Being	Experiential Learning
2024	Winter	Digital Marketing	Erin Oner	Marketing Capstone: Lakehead Social Planning Council's Free Low-Income Tax Clinics	Lakehead Social Planning Council	Experiential Learning
2024	Winter	Digital Marketing	Erin Oner	Marketing & Communications Strategy: Community Food System Report Card	Thunder Bay Food Strategy	Experiential Learning
2024	Winter	Digital Marketing	Erin Oner	Psychographics for the Thunder Bay Country Market	Thunder Bay Country Market	Experiential Learning

<b>2024</b>	Winter	Digital Marketing	Kristina Baraskewich	Marketing & Communications Strategy for the City of Thunder Bay's Quest Tech & Gaming Event	COTB - Recreation	Experiential Learning
<b>2024</b>	Winter	Digital Marketing	Kristina Baraskewich	Marketing & Communications Strategy for the City of Thunder Bay's Anti-Idling Campaign	COTB - Climate Specialist	Experiential Learning
<b>2024</b>	Winter	Health Informatics	Christina Foresto	Voluntary Local Review Situational Analysis, Data Update & Visualizations	COTB - Recreation	Experiential Learning
<b>2024</b>	Winter	Health Informatics	Christina Foresto	Healthcare for Newcomers	COTB and Confederation College	Experiential Learning
<b>2024</b>	Summer	Applied Research	Sandra Stiles	Heat Island Mapping for the City of Thunder Bay's Emergency Management Planning	COTB - Climate Adaptation	Applied Research
<b>2024</b>	Fall	Environmental Technician	Sandra Stiles	Williams Bog Environmental Mapping	COTB - Climate Adaptation and Emergency Management	Experiential Learning
<b>2024</b>	Fall	Forestry	Keith Hautala	Mapping the City of Thunder Bay's Tree Replanting Priority Areas	COTB - Forestry	Experiential Learning
<b>2024</b>	Fall	Forestry	Keith Hautala	Neighbourhood Assessment Mapping	COTB - Recreation	Experiential Learning
<b>2024</b>	Fall	Health Informatics	Christina Foresto	Visualizing the 2022 Voluntary Local Review of the United Nations' Sustainable Development Goals	COTB - Community Safety and Well-Being	Experiential Learning
<b>2024</b>	Fall	Health Admin & Leadership	Amy Gosselin	Situational Analyses and Proposed Solutions for Recent Substance Use Societal Trends	Thunder Bay Drug Strategy	Experiential Learning
<b>2024</b>	Winter	Advanced Manufacturing	Greg Gagnon	Lockout Device for Transit Buses	COTB - Transit	Applied Research
<b>2025</b>	Winter	Health Admin & leadership	Amy Gosselin	Recent Substance Use Policy Changes & Community Impacts	Thunder Bay Drug Strategy	Experiential Learning
<b>2025</b>	Winter	Digital Marketing	Kristina Baraskewich	Youth Voting - Marketing & Communications Strategy	COTB - Clerks	Experiential Learning
<b>2025</b>	Winter	Digital Marketing	Kristina Baraskewich	72 Hour Emergency Kits - Marketing & Communications Strategy	COTB - Emergency Management	Experiential Learning

2025	Winter	Digital Marketing	Kristina Baraskewich	Lakehead Social Planning Council Living Wage Campaign - Marketing & Communications Strategy	Lakehead Social Planning Council	Experiential Learning
2025	Winter	Digital Marketing	Kristina Baraskewich	New Boulevard Gardens By-Law - Marketing & Communications Strategy	COTB - Climate Specialist	Experiential Learning
2025	Winter	Digital Marketing	Kristina Baraskewich	CityStudio Testimonials & Promotional Material - Marketing & Communications Strategy	CityStudio	Experiential Learning
2025	Winter	Digital Marketing	Kristina Baraskewich	Anti-Idling - City of Thunder Bay Fleet - Marketing & Communications Strategy	COTB - Climate Specialist	Experiential Learning
2025	Winter	Digital Marketing	Kristina Baraskewich	Thunder Bay Drug Strategy Re-Brand - Marketing & Communications Strategy	Thunder Bay Drug Strategy	Experiential Learning
2025	Winter	International Business Management	Brett Sharman	Temporary Housing Village: Stakeholder Map	COTB - Community Safety and Wellbeing, Encampments	Experiential Learning
2025	Winter	Digital Marketing	Kevin Element	Temporary Housing Village: Capstone Marketing & Communications Strategy	COTB - Community Safety and Wellbeing, Encampments	Experiential Learning
2025	Winter	Health Informatics	Gustavo Petterle	Community Indicator Framework - Data Updates, Report Linking to Community Safety & Well-Being Plan and Future Voluntary Local Review	Thunder Bay District Health Unit Lakehead University COTB - Community Safety and Well-Being	Experiential Learning
2025	Winter	Health Informatics	Christina Foresto	Health Care Access & Mental Health Impacts for International Students	COTB and Confederation College	Experiential Learning
2025	Summer	Digital Marketing	Paul Sarkissian	Marketing Capstone: Thunder Bay District Health Unit Childhood Vaccination Records	Thunder Bay District Health Unit	Experiential Learning
2025	Summer	Digital Marketing	Paul Sarkissian	Marketing Capstone: Thunderbird Wildlife Rescue	Thunderbird Wildlife Rescue	Experiential Learning
2025	Summer	Digital Marketing	Student	Overdose Awareness Day Aug 27th: Drug Awareness Committee 'Data, Art, Action' event planning, social media and video	Thunder Bay Drug Strategy: Drug Awareness Committee	Experiential Learning
2025	Summer	Advanced Manufacturing	Greg Gagnon	Cover Device for Transit Buses	COTB - Transit	Applied Research

<b>2025</b>	Fall	Digital Marketing	Kristina Baraskewic	Social Media Marketing Campaign Strategy and Content for “The Key” Recreation Guide	COTB - Recreation	Experiential Learning
<b>2025</b>	Fall	Digital Marketing	Kristina Baraskewic	CSWB Plan Confederation College Student Market Research	COTB – CSWB	Experiential Learning
<b>2025</b>	Fall	Health Informatics	Christina Foresto	CSWB Data Indicators	COTB – CSWB	Experiential Learning
<b>2026</b>	Winter	Digital Marketing	Kristina Baraskewic	Field Placement – CSWB Student Engagement	COTB - CSWB	Experiential Learning
<b>2026</b>	Winter	Digital Marketing	Kristina Baraskewic	Field Placement – COTB Transit Safety	COTB – Transit	Experiential Learning
<b>2026</b>	Winter	Digital Marketing	Kristina Baraskewic	IMC Campaign – Age Friendly Thunder Bay	Age Friendly Thunder Bay	Experiential Learning
<b>2026</b>	Winter	Digital Marketing	Kristina Baraskewic	For the Love of Pizza Fundraising Event	Our Kids Count	Experiential Learning
<b>2026</b>	Winter	Health Informatics	Christina Foresto	CSWB Data Visualization	COTB – CSWB	Experiential Learning
<b>2026</b>	Winter	Business	Erin Oner	Psychographics Reports for the Thunder Bay Museum and COTB Recreation and Culture	COTB – Recreation and Thunder Bay Museum	Experiential Learning

## CityStudio Thunder Bay Lakehead University

Year	Term	Department	Faculty	Project Title	Level
2023	Summer	Health Sciences	Dr. Helle Moeller	Anti-Racism & Inclusion Accord (ARIA) State of the Accord: Initial Review & Best Practices	MPH
2023	Summer	Health Sciences	Dr. Helle Moeller	Health Equity Impact Assessment of a Proposed Healing Path	MPH
2023	Fall	Ingenuity/ Business	Dr. Mike Dohan	"Hack It" Lakehead : How can the City of Thunder Bay communicate and engage with young adults in Thunder Bay?	3 <sup>rd</sup> Year
2023	Fall	Health Sciences	Dr. Helle Moeller	Upstream Interventions to Prevent Tobacco Use in Northwestern Ontario Youth	MPH
2023	Fall	Health Sciences	Dr. Helle Moeller	What upstream approaches can reduce anti-Indigenous systemic discrimination and racism in Thunder Bay, Ontario?	MPH
2023	Fall	Health Sciences	Dr. Helle Moeller	What are upstream approaches to reduce suicide ideation, attempts and death among LGBTQ+ youth between the ages of sixteen and 24?	MPH
2023	Fall	Health Sciences	Dr. Helle Moeller	What are upstream approaches addressing systemic racism toward Indigenous peoples accessing health care services in Canada?	MPH
2023	Fall	Health Sciences	Dr. Helle Moeller	What are successful upstream approaches to ensuring equity in access for culturally safe perinatal care for remote Indigenous people living in Canada?	MPH
2023	Fall	Health Sciences	Dr. Helle Moeller	What upstream approaches can improve equity in access to quality palliative care in place of choice for rural Canadians?	MPH
2023	Fall	Business	Dr. Tim Hardie	Exploring the Future of the Remedial Action Plan (RAP)	4 <sup>th</sup> Year
2023	Fall	Business	Dr. Tim Hardie	The Five-Year Strategy for the Native Plant Propagation with LRCA and City Conservatory Partnership	4 <sup>th</sup> Year
2023	Fall	Business	Dr. Tim Hardie	City + Soil Quality Management-City of Thunder Bay	4 <sup>th</sup> Year
2023	Fall	Business	Dr. Tim Hardie	The Conservatory as an Education Hub	4 <sup>th</sup> Year
2023	Fall	Business	Dr. Tim Hardie	Partnership Development Strategy: CTB & LRCA	4 <sup>th</sup> Year
2024	Winter	Business	Dr. Tim Hardie	David Thompson Astronomical Observatory - Future Directions	4 <sup>th</sup> Year
2024	Winter	Business	Dr. Tim Hardie	Waterfront Trail - Economic and Other Opportunities	4 <sup>th</sup> Year
2024	Winter	Business	Dr. Tim Hardie	Prince Arthur's Landing	4 <sup>th</sup> Year
2024	Winter	Business	Dr. Tim Hardie	Winter Experiences - Thunder Bay	4 <sup>th</sup> Year
2024	Winter	Business	Dr. Tim Hardie	Mission and McKellar Islands	4 <sup>th</sup> Year
2024	Winter	Business	Dr. Tim Hardie	Kam River Corridor	4 <sup>th</sup> Year
2024	Winter	Business	Dr. Tim Hardie	Strong Mayors / Bill 3 – Implications for the Future	4 <sup>th</sup> Year

2024	Winter	Business	Dr. Tim Hardie	Innovative Ideas for Revenue Generation	4 <sup>th</sup> Year
2024	Winter	Business	Dr. Tim Hardie	EMS Community Paramedicine	4 <sup>th</sup> Year
2024	Winter	Business	Dr. Tim Hardie	Older Adult Opportunities	4 <sup>th</sup> Year
2024	Winter	Business	Dr. Tim Hardie	Masters Thesis: SmartCities Master's Project	MSc
2024	Winter	Business	Dr. Mike Dohan	Professor engagement with CityStudio @ LU - digital pathway	MBA
2024	Winter	Business	Dr. Mike Dohan	Can we help patients with lymphedema via a self management program?	MBA
2024	Winter	Business	Dr. Mike Dohan	Open Data Platform for Ontario Health - user research report	MBA
2024	Winter	Business	Dr. Mike Dohan	Air Ambulance Tracker- User Research Report	MBA
2024	Winter	Business	Dr. Mike Dohan	Personalized Education Management for Physicians - User Research Report	MBA
2024	Winter	Business	Dr. Mike Dohan	Mental Health Remote Monitoring - User Research Report	MBA
2024	Winter	Business	Dr. Mike Dohan	Privacy Accelerator for Digital Health - User Research Report	MBA
2024	Winter	Business	Dr. Mike Dohan	Evacuations - User Research Report	MBA
2024	Winter	Business	Dr. Mike Dohan	Surgery Dashboard - user research report	MBA
2024	Winter	Business	Dr. Mike Dohan	Artificial Intelligence Education for Community Medical Education/Physicians - User Research Report	MBA
2024	Winter	Business	Dr. Mike Dohan	Assisting Change Management Champions during EMR Changes - User Research Report	MBA
2024	Winter	Business	Dr. Mike Dohan	Public Health Open Data Dashboard - User Research Report	MBA
2024	Winter	Business	Dr. Mike Dohan	Strategic Planning for Healthcare Organizations - User Research Report	MBA
2024	Spring	Business	Dr. Tim Hardie	Tree Canopy – Benefits + Business Case for Increasing the Tree Canopy in Thunder Bay as part of a National Urban Park application	MBA
2024	Spring	Business	Dr. Tim Hardie	Cultural Heritage + NUP – Unlocking the Heritage Value of a Thunder Bay National Urban Park	MBA
2024	Spring	Business	Dr. Tim Hardie	“Process for National Urban Park Designation: Activities, Outcomes, and Deliverables” Parks Canada model applied to Thunder Bay + Lessons from Rouge National Urban Park	MBA
2024	Spring	Business	Dr. Tim Hardie	Indigenous Partnership + Stewardship Approaches Applied to Thunder Bay’s National Urban Park Application	MBA
2024	Spring	Business	Dr. Tim Hardie	Applying the Benefits of a National Urban Park to the World Health Organization (WHO) Social Determinants of Health	MBA
2024	Spring	Business	Dr. Tim Hardie	Economic Benefits (linked to Poverty Reduction) [part of the of a National Urban Park World Health Organization (WHO) Social Determinants of Health]	MBA

2024	Spring	Business	Dr. Mike Dohan	Health Equity Dashboard - User Research Report	MBA
2024	Spring	Business	Dr. Mike Dohan	Opioid Surveillance Dashboard - User Research Report	MBA
2024	Spring	Business	Dr. Mike Dohan	Staff connectivity with various working arrangements, etc. - user research report	MBA
2024	Spring	Business	Dr. Mike Dohan	Strategic Plan Implementation in Health Care - User Research Report	MBA
2024	Spring	Education	Dr. Tram-Anh Bui	Navigating Career Paths: Exploring International MEd Students' Experience in Northwestern Ontario	research
2024	Spring	Business	Dr. Mike Dohan	Dashboard - Waitlist Management - User Research Report	MBA
2024	Fall	Outdoor Recreation	Dr. Julie Rosenthal	To offer examples for consideration for the design and development of a potential National Urban Park in Thunder Bay.	3 <sup>rd</sup> Year
2024	Fall	Outdoor Recreation	Dr. Julie Rosenthal	Youth Outdoor Recreation Programming, Trialing and Evaluation (after school care program)	3 <sup>rd</sup> Year
2024	Fall	Health Sciences	Dr. Samuel Essien	Community Indicator Framework	PhD
2024	Fall	Kinesiology	Dr. Kathryn Sinden	Ergonomics/Safe Lifting for COTB	4 <sup>th</sup> Year
2024	Fall	Business	Dr. Joel Mohr	Local Food Branding Strategy	4 <sup>th</sup> Year
2024	Fall	Business	Dr. Joel Mohr	Marketing Communications Vaccination Campaign	4 <sup>th</sup> Year
2024	Fall	Business	Dr. Tim Hardie	Benchmarking CSWB Plan Development & Community Consultation	4 <sup>th</sup> Year
2024	Fall	Business	Dr. Tim Hardie	Campgrounds - Increasing the Value Proposition	4 <sup>th</sup> Year
2024	Fall	Business	Dr. Tim Hardie	Community Paramedicine & Primary Care Providers	4 <sup>th</sup> Year
2024	Fall	Business	Dr. Tim Hardie	Waterfront BIA & Prince Arthur's Landing Development	4 <sup>th</sup> Year
2024	Fall	Business	Dr. Tim Hardie	Science/Educational Hub: Conservatory & Observatory	4 <sup>th</sup> Year
2024	Fall	Business	Dr. Tim Hardie	Older Adult Issues	4 <sup>th</sup> Year
2024	Fall	Business	Dr. Tim Hardie	Tourism Shoulder Seasons	4 <sup>th</sup> Year
2024	Fall	Business	Dr. Tim Hardie	Newcomer Retention: LU & CC International	4 <sup>th</sup> Year
2024	Fall	Business	Dr. Tim Hardie	NUP & Mission & McKellar Islands	4 <sup>th</sup> Year
2024	Fall	Business	Dr. Tim Hardie	Population Funding Models	4 <sup>th</sup> Year
2024	Fall	Business	Dr. Tim Hardie	Thunder Bay Police Service & HR recruitment	4 <sup>th</sup> Year
2024	Fall	Business	Dr. Tim Hardie	Outdoor Rec Project - Governance models for a NUP	4 <sup>th</sup> Year
2024	Fall	Business & Education	Dr. Tim Hardie, Mike Filipetti	Education Student Placement - The Conservatory as an Educational Hub - Curriculum Development	4 <sup>th</sup> Year
2025	Winter	Geography	Dr. Rob Stewart	COTB Neighbourhood Assessment - Environmental Considerations StoryMap	4 <sup>th</sup> Year
2025	Winter	Geography	Dr. Rob Stewart	Supporting the New COTB Boulevard Gardens ByLaw - StoryMap	4 <sup>th</sup> Year
2025	Winter	Outdoor Rec	Dr. Harvey Lemelin	Recreational Opportunities at Trowbridge Falls	3 <sup>rd</sup> Year

2025	Winter	Business	Dr. Mike Dohan	Benchmarking how other cities use AI to optimize performance and to help inform the development of COTB's AI Strategy	3 <sup>rd</sup> Year
2025	Winter	Social Work	Placement	BSW student on placement with the Youth Family Support Program	4 <sup>th</sup> Year
2025	Spring	Business	Dr. Mike Dohan	Project Management Proposals: Baggage Arts, Event Funding, Icelandic Prevention Model	MBA
2025	Spring	Business	Dr. Tim Hardie	Green Development Standards and Building Codes	MBA
2025	Spring	Business	Dr. Tim Hardie	COTB Recreational Costing for Non-Residents	MBA
2025	Spring	Business	Dr. Tim Hardie	Stakeholder Engagement Strategy Community Safety & Well-Being	MBA
2025	Spring	Business	Dr. Tim Hardie	Fort William Historical Park Tourism Regional Economic Impact Model	MBA
2025	Spring	Business	Dr. Tim Hardie	Community Improvement Plan	MBA
2025	Spring	Business	Dr. Tim Hardie	National Urban Park Model for Thunder Bay	MBA
2025	Spring	Business	Dr. Tim Hardie	Centennial Conservatory Return on Investments	MBA
2025	Spring	Business	Dr. Tim Hardie	Downtown Fort William Revitalization & Engagement Strategy	MBA
2025	Spring	Business	Dr. Tim Hardie	COTB Parks Master Plan	MBA
2025	Fall	Engineering	Dr. Juan Pernia	Household Travel Survey	PhD
2025	Fall	Health Sciences	Dr. Helle Hoeller	CSWB Action Tables Reimagined	MPH
2025	Fall	Marketing	Dr. Joel Mohr	Brand Marketing and the Thunder Bay Public Library	4 <sup>th</sup> Year
2025	Fall	Marketing	Dr. Joel Mohr	Marketing Communications & PRO Kids	4 <sup>th</sup> Year
2025	Fall	Business	Dr. Tim Hardie	Conservatory as Science / Education Hub	4 <sup>th</sup> Year
2025	Fall	Business	Dr. Tim Hardie	Conservatory + Educational Technology	4 <sup>th</sup> Year
2025	Fall	Business	Dr. Tim Hardie	Connectivity in the Thunder Bay Area	4 <sup>th</sup> Year
2025	Fall	Business	Dr. Tim Hardie	Increasing the Senior-Friendliness of Thunder Bay	4 <sup>th</sup> Year
2025	Fall	Business	Dr. Tim Hardie	AI + City Operations	4 <sup>th</sup> Year
2025	Fall	Business	Dr. Tim Hardie	Green Development Standards for the City of Thunder Bay	4 <sup>th</sup> Year
2025	Fall	Business	Dr. Tim Hardie	Sustainable Building Network	4 <sup>th</sup> Year
2025	Fall	Business	Dr. Tim Hardie	National Urban Park	4 <sup>th</sup> Year
2025	Fall	Business	Dr. Tim Hardie	2026 – 2030 CSWB Plan: Lakehead Student Market Research	4 <sup>th</sup> Year
2026	Winter	Health Sciences	Dr. Peter Brink	CSWB Data Engagement Report	MSc
2026	Winter	Business	Dr. Tim Hardie	4 <sup>th</sup> Year Capstone Projects – Continue	4 <sup>th</sup> Year