

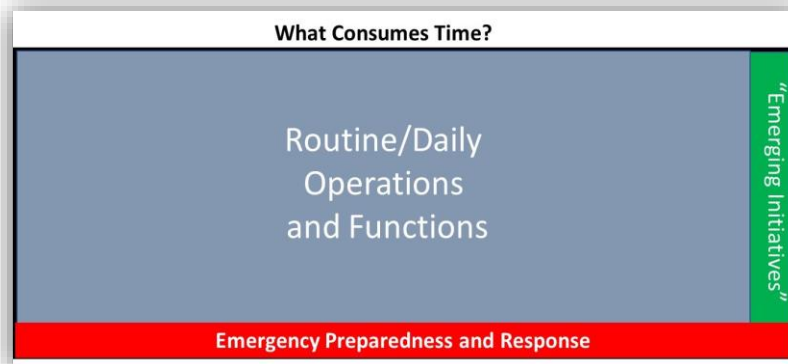
2025-2027 CITY MANAGER’S WORK PLAN

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.

Current as of 31 January 2025

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

Current as of 31 January 2025

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.

Current as of 31 January 2025

- 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.

Current as of 31 January 2025

- 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.

Current as of 31 January 2025

- 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.

Current as of 31 January 2025

- 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.

Current as of 31 January 2025

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 RPRRA 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.