



CEO OPPORTUNITY PROFILE





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A Word from our Chair

Dear Applicant,

Thank you for your interest in the Chief Executive Officer role at Children's Centre Thunder Bay. This is a pivotal opportunity to lead a well-established, respected, and mission-driven organization that plays a vital role in the lives of infants, children, youth, and families across the City and District of Thunder Bay.

Children's Centre Thunder Bay (CCTB) is a multi-service organization dedicated to supporting the social, emotional, behavioural, developmental, and mental health needs of children and youth. Our services are grounded in a holistic approach that considers the child's family, learning environment, and broader community. With a team of over 150 professionals across disciplines such as child and youth work, social work, psychology, early childhood education, speech and language, occupational therapy, developmental services, and nursing, we are united by a shared commitment to service excellence.

Under the leadership of our current CEO, we have strengthened our position as a trusted partner in the community, delivering high-quality, evidence-informed services and expanding our impact. We are proud to be accredited by the Canadian Centre for Accreditation (CCA), a recognition of our commitment to continuous quality improvement in governance, management, and child and youth mental health services.

As we look to the future, we are seeking a visionary and compassionate leader to guide our organization through its next chapter. The successful candidate will work closely with our dedicated Board of Directors and talented management team to:

- » Champion the mental health and developmental needs of children and youth;
- » Foster strong partnerships with families, schools, community agencies, and funders;
- » Promote innovation and excellence in service delivery;
- » Strengthen organizational resilience and sustainability;
- » Uphold our values of inclusivity, integrity, and collaboration.

If you are passionate about making a meaningful difference in the lives of children and families, and are ready to lead a dynamic and impactful organization, we would be delighted to hear from you.

Warm regards,

Jackie Park
Chair, Board of Directors
Children's Centre Thunder Bay

A Message from the CEO

After 35 years with Children's Centre Thunder Bay, including the past 12 years as Chief Executive Officer, I find myself reflecting with deep gratitude and pride on the journey. It has been the honour of a lifetime to serve this organization—one that is rooted in compassion, driven by purpose, and committed to the well-being of children, youth, and families across our community.

Throughout my tenure, I've had the privilege of working alongside dedicated professionals, passionate caregivers, and visionary leaders who have shaped the Centre into what it is today: a trusted, multi-service organization that delivers high-quality, inclusive, and impactful services. Together, we've navigated change, embraced innovation, and remained steadfast in our mission to improve the lives of those we serve.

As I prepare to pass the torch, I do so with immense confidence in the future of this organization. The opportunity to lead Children's Centre Thunder Bay is truly extraordinary. It is a chance to build on a strong foundation, to champion equity and inclusion, and to guide a team that is deeply committed to excellence and community impact.

To the next CEO: you are stepping into a role that is as rewarding as it is meaningful. You will find yourself surrounded by people who care deeply, who believe in the power of collaboration, and who are ready to support your leadership as you shape the next chapter of our story.

With heartfelt thanks,

Diane Walker
Chief Executive Officer
Children's Centre Thunder Bay

About Children's Centre

Thunder Bay



Children's Centre Thunder Bay is a multi-service, accredited organization supporting children, youth (birth to age 24), and families across the City and District of Thunder Bay.

We focus on addressing social, emotional, behavioural, developmental, and mental health needs within the context of family, school, and community.

Mission

Our purpose is to improve the quality of life for infants, children* and adolescents within their family** and community environments serving the people living in the City and District of Thunder Bay. We provide quality services and take actions that:

- » Improve children's mental health.
- » Strengthen and support children's developmental potential.
- » Strengthen and support the family's capacity to parent children.
- » Build our diverse community's capacity to positively support the health and well-being of children and families.

* the word children includes infants, children, youth, adolescents and young adults age birth to 21

** the word family is diverse and includes what a person would call or define as their family

Our Values

Furthermore, we will:

- » Be respectful, honest, compassionate and fair.
- » Stand up for diversity, equity, inclusion and justice.
- » Collaborate relentlessly.
- » Be responsible and accountable to ourselves and our community.
- » Pursue continuous learning and excellence.
- » Lead with courage in the service of others.

Declaration of Commitment

to Indigenous Peoples

We, the Board of Directors, acknowledge that we are on the traditional lands and territory of the Anishinabe, home to Fort William First Nation, signatory to the Robinson Superior Treaty of 1850. From time immemorial, this region was and continues to be a special gathering place for Anishinabek from all directions who gathered for ceremony, trade and kinship. Today, the land we call Thunder Bay is home to many Indigenous peoples.

Prior to contact, the Anishinabek were an independent sovereign nation with its own customs, language, trade (economic) practices, child rearing and kinship networks, governance system, spirituality, world view, traditions and healing ways; a thriving culture within the larger population of diverse Indigenous nations through Turtle Island (North America). The Anishinabek lived in harmony with creation - the land, water and animals.

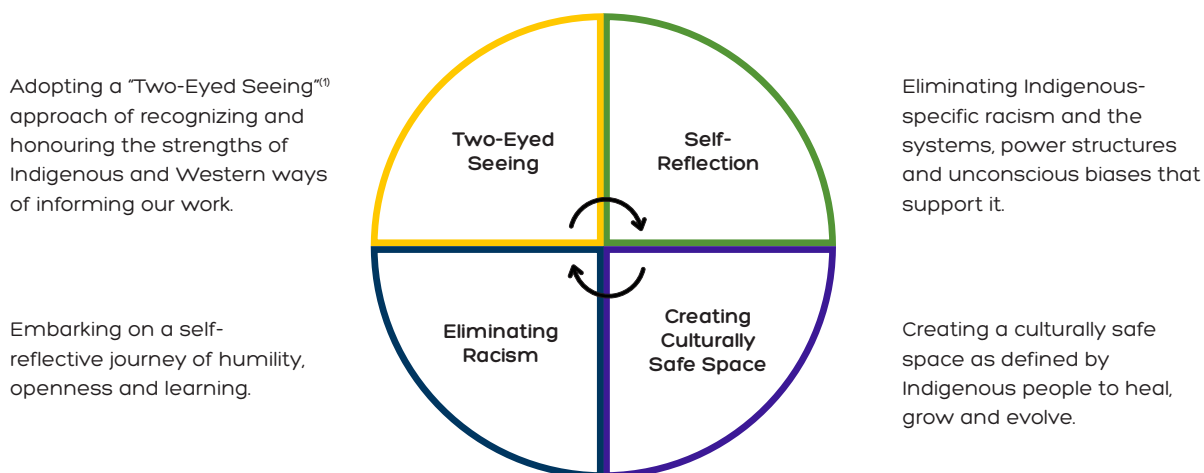
Canada's complex relationship with Indigenous peoples, the original people of this land, was originally set within the context of European expansionism. This time in history saw competing colonies form commercial and military alliances with First Nations in order to harvest wealth from what the settlers referred to as the "new world". Growing demand for land resulting from expansionism caused us to ignore our original relationship agreements with First Nations people and to adopt the colonizer's belief that First Nations people are an inferior race, which needed to be civilized and assimilated into the dominant culture. These colonizer beliefs then became the foundation of legislated public policy in Canada.

The theft of land, residential schools, the criminalizing of culture, and the sixties scoop were instruments of genocide, which underpins the challenges we face today. These challenges include but are not limited to racism, discrimination, violence and the inequitable access to key resources that support positive social determinants of health. These failings have been well documented in reports such as the Royal Commission on Aboriginal Peoples (RCAP), the Truth and Reconciliation Commission of Canada (TRC), the Missing and Murdered Indigenous Women and Girls (MMIWG) National Inquiry and Jordan's Principle.

Indigenous peoples are the experts of their own realities and histories. We cannot assume we know about another's experiences and how that frames their knowing, engagement with health care providers, and healing methods. These facts have been recognized in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Children's Centre, its Board and Staff have much to learn, to recognize and to do in support of creating both an organization and a service system that is safe to access, free of racism and respectful of individual cultural identity. Cultural safety is an outcome based on respectful engagement that recognizes and strives to address barriers, power imbalances, biases that are embedded in our health systems at the political, governance, administrative, and individual levels.

With this in mind, we as individuals and as an organization are committed to:



We are committed to providing responsive, inclusive, and high-quality services that help children, youth, and families thrive.

What We Offer

- » Centralized access, intake, assessment, consultation, treatment, education, and support services.
- » Direct services for children, youth, parents/caregivers, and families.
- » Professional training and consultation for other service providers.
- » Services delivered across various settings including:
 - » Main office on Lisgar Street
 - » Live-in treatment sites
 - » Youth Wellness Hub
 - » Schools, childcare centres, and community sites

Our Approach

- » Support for individuals, families, and collaborative partnerships with professionals.
- » A community-focused, collaborative model emphasizing collective impact.

Governance & Team

- » A not-for-profit organization governed by a volunteer Board of 12 Directors.
- » Managed by a dedicated Leadership Team of senior and program managers.
- » A diverse team of professionals including social workers, child and youth workers, psychologists, early childhood educators, speech and language specialists, developmental service providers, and nurses.
- » Supported by specialized consultants in occupational therapy, psychiatry, and pediatrics.

1. Mikmaw Elder Albert Marshal, 2004 from www.integrativescience.ca

Key Themes

01

Over
40 years
of service with
established programs,
innovative processes,
and evidence-informed
practices.

02

Strong culture of continuous
quality improvement and risk
management, reflected in
**top accreditation
scores**
over the past decade.

03

Positive work
environment with
**professional
development,**
effective management,
and collaborative labour
relations.

04

Diverse and stable
funding structure, with
**organizational
growth**
doubling in 20 years
despite stagnant
government funding.

05

Strong community
presence, ensuring
equitable services
across rural and urban areas
in the City and District of
Thunder Bay.

06

Trusted community leader in
addressing complex family
needs, service development,
advocacy, and system
planning – known for
**collaboration
and reliability.**

07

Established evaluation,
research, and information
management systems that
**support data-
driven decision-
making**
at all levels.

08

Dedicated to embedding
**diversity, equity,
and inclusion**
through anti-oppression
and anti-racism policies
that foster culturally safe
spaces for clients and
staff.

09

Actively advancing the
Truth and Reconciliation
Commission's Calls to Action
and Jordan's Principle to
**eliminate
anti-Indigenous
racism**
and improve service equity.

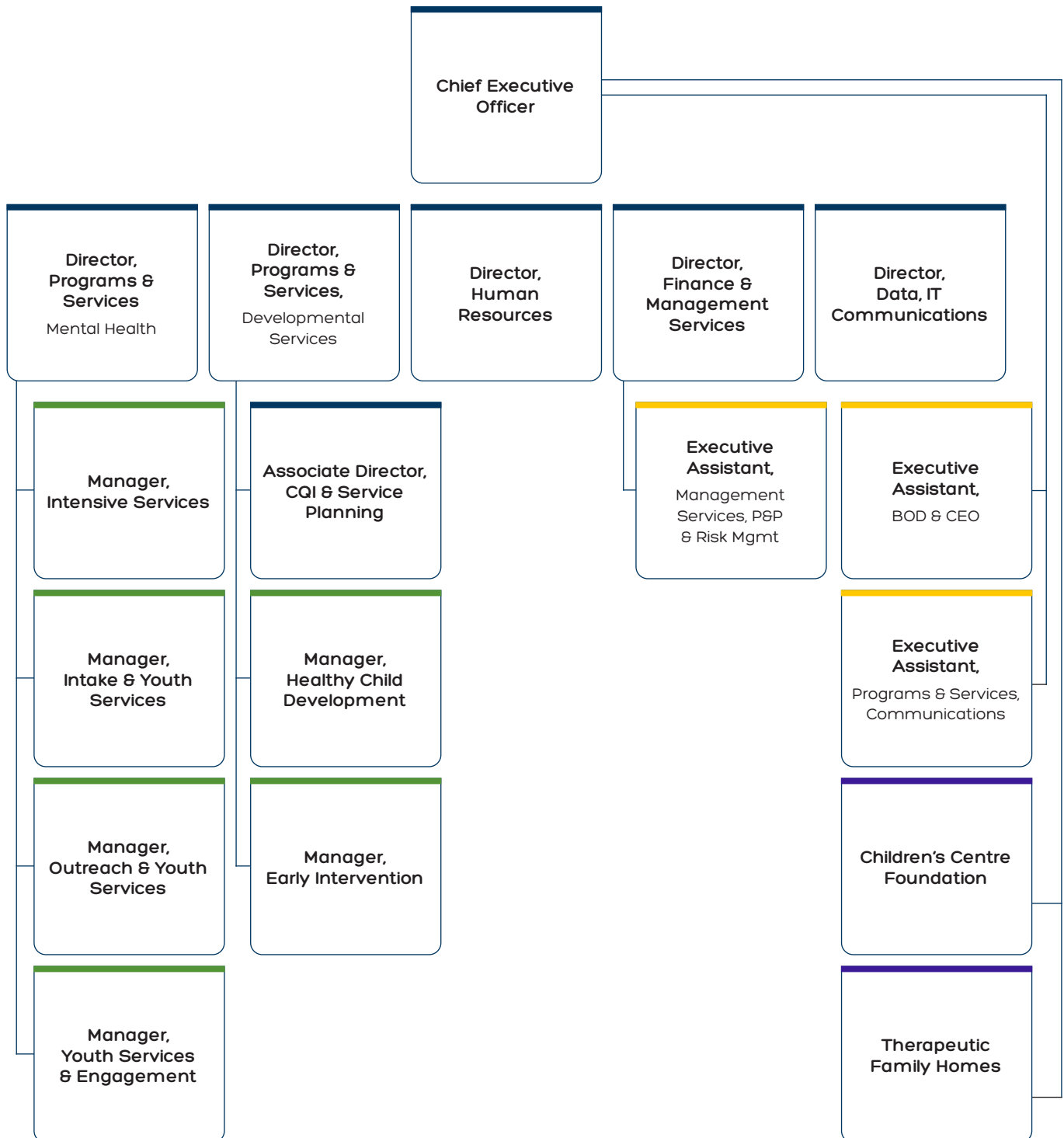
10

A skilled, policy-
governance Board of
Directors focused on
**fiduciary,
strategic, and
generative
responsibilities.**

11

A learning organization,
committed to
**continuous
improvement**
and the pursuit of
excellence in governance
and operations.

Management Leadership Team



The Chief Executive Officer

Key Competencies

The CEO leads with purpose, aligns strategy, and fosters a client-centered, inclusive culture. Key strengths include clear communication, sound decisions, and emotional intelligence.

They bring business and non-profit expertise to steward resources, build networks, and drive innovation for lasting impact.

01 Customer/Client Focus

- » Understands that client experience drives everything we do.
- » Prioritizes client needs in all services and initiatives.
- » Builds long-term, trust-based relationships.
- » Promotes a client-focused culture organization-wide.

02 Relationship Building

- » Develops strong, meaningful connections across all levels.
- » Builds rapport with diverse individuals and groups.
- » Navigates complex dynamics with empathy.
- » Encourages open communication and values differing perspectives.

03 Collaborative Leadership

- » Believes collaboration leads to the best outcomes.
- » Breaks down silos and promotes teamwork.
- » Uses inclusive, consultative decision-making.
- » Rewards and models collaborative success.

04 Decision Making & Problem Solving

- » Simplifies complexity to make informed, data-driven decisions.
- » Applies critical thinking and diverse perspectives.
- » Anticipates risks and forecasts outcomes.
- » Empowers teams to evaluate options and make sound choices.

05 Leading Through Change

- » Leads with adaptability and resilience in times of transition.
- » Champions change with clear vision and strategy.
- » Supports teams through uncertainty and growth.
- » Models flexibility and proactive planning.

06 Communications Excellence

- » Communicates with intention, clarity, and empathy.
- » Adapts messages for diverse audiences.
- » Builds understanding and alignment across the organization.
- » Encourages active listening and transparent dialogue.

07 Continuous Learning

- » Committed to lifelong learning and growth.
- » Embraces feedback and reflective practice.
- » Cultivates a coaching culture that learns from both success and failure.
- » Drives innovation through curiosity and adaptability.

08 Emotional Intelligence

- » Applies self-awareness and empathy in every interaction.
- » Regulates emotional responses and models thoughtful leadership.
- » Fosters an environment of psychological safety and open dialogue.
- » Challenges personal biases and supports others in doing the same.

09 Equity, Diversity & Inclusion

- » Leads with a strong commitment to equity and belonging.
- » Embeds anti-oppression and anti-racism practices.
- » Creates space for diverse voices in decision-making.
- » Builds accountability for inclusive progress across the organization.

10 Accountability

- » Takes ownership and fosters a culture of shared responsibility.
- » Owns outcomes, both positive and negative.
- » Promotes a blame-free, learning-focused environment.
- » Guides leaders to set clear, aligned goals.

11 Activating Networks

- » Understands the power of connection inside and outside the organization.
- » Builds and nurtures strategic relationships.
- » Prevents silos through cross-functional collaboration.
- » Leverages networks to drive organizational goals.

12 Resource Planning

- » Plans effectively to align resources with strategy.
- » Leads scenario planning to anticipate risks.
- » Removes barriers to achieving long-term objectives.
- » Prioritizes efficient resource allocation.

13 Business Acumen & Financial Literacy

- » Balances mission with sound financial stewardship.
- » Makes decisions grounded in financial and operational insight.
- » Identifies efficiencies to reduce costs and maximize impact.
- » Guides financial planning to support strategic priorities.

14 Strategic Direction & Execution

- » Provides clear vision and actionable strategies.
- » Defines and communicates mission, vision, and goals.
- » Anticipates trends and positions the organization for the future.
- » Empowers leaders to align operations with strategy.

15 Non-Profit Sector & Governance Expertise

- » Experienced in the unique dynamics of non-profit leadership.
- » Navigates complex funding environments and diverse stakeholders.
- » Effectively supports and partners with a Board of Directors.
- » Applies governance principles to ensure accountability and strategic alignment.

Compensation & Benefits

Overview

Children's Centre Thunder Bay is proud to offer a highly competitive compensation package that reflects the significance of the Chief Executive Officer role and the value we place on leadership excellence.

This package reflects our commitment to supporting the health, well-being, and professional fulfillment of our leadership team.

Attractive Annual Salary

- » Commensurate with experience and the strategic scope of the position.

Generous Vacation Entitlements & Flexible Work Environment

- » Designed to support work-life balance and executive wellness.

Comprehensive, 100% Employer-Paid Benefits

Our benefits package is fully employer-funded and includes:

- » Long-Term Disability (LTD)
- » Short-Term Disability (STD)
- » Life Insurance
- » Health Care Spending Account
- » Basic Dental Coverage
- » Extended Health Benefits

Hospitals of Ontario Pension Plan

- » One of Canada's most respected pension plans. They've been providing defined benefit (DB) pensions to Ontario's healthcare community since 1960 and are proud to serve more than 475,000 members and over 700 employers across the province - and counting!

