

Norman Sandberg, CET – Professional and Political Municipal Experience

March 02, 2025

Ainley Group, Consulting Engineers and Planners, Collingwood, Ontario

Senior Project Manager - 1985 – 2012 and 2022 - present

Responsibilities related to municipal public works infrastructure across Ontario are technical, staff management and business development. For over 25 years, undertake public consultation, studies and the design and contract administration related to many municipal water and wastewater infrastructure projects. Manage a staff of ten engineering professionals. Project Manage many projects simultaneously, including multi-disciplinary engineering staff, sub-consultants and planners. Confer with the public and make presentations to stakeholders and municipal Councils. Liaise with Provincial and Federal government staff relating to project approvals and funding opportunities on behalf of municipal clients.

Currently managing over \$400 million of capital projects related to Provincially mandated housing growth plans including planning studies, Municipal Class Environmental Assessments, design and Contract Administration.

Nuclear Waste Management Organization (NWMO)

Relationship Manager - 2012 and 2022

The NWMO recently completed an exciting site selection process for the establishment of a single deep geological repository for the long-term management of Canada's spent nuclear fuel. This major national infrastructure project has a projected value of \$23 billion over the life of the project. The success of this highly consultative and inclusive public process depended upon honest, respectful and genuine relationships with municipal, First Nations, Metis, Provincial and Federal stakeholders.

I was a member of the NWMO's Indigenous Relations & Strategic Initiatives Group. I and my staff were responsible for the strategic planning and public engagement of eight of the original 22 potential siting communities in Ontario, plus surrounding neighboring communities. I was directly responsible for engagement with the regional stakeholders of the two remaining potential siting communities and, on a broader perspective, with municipal leaders and Associations across Ontario and New Brunswick. Recognizing that Canada's used nuclear fuel must be transported from its current storage locations at the nuclear facilities in Ontario, Quebec and New Brunswick, I also supported the strategic planning and engagement with communities along the potential transportation routes.

Rogers Television – Collingwood Studio (Volunteer), 2011-2012

Host, "Politically Speaking"

This interactive one-hour weekly televised phone-in programme provided the viewing public an opportunity to ask questions of politicians from local, regional, provincial and federal government. Guests included Federal Liberal Leader Bob Ray, Simcoe-Grey MP Dr Kellie Leitch, Ontario Green Party Leader Mike Schreiner, Ontario Simcoe-Grey MPP Jim Wilson, FCM President Berry Vrbancovic, Ontario Small Urban Municipalities Chair Paul Grenier, Grey County Warden Duncan McKinley, Simcoe County Warden Cal Patterson and Nuclear Waste Management Organization President Ken Nash.

Select Volunteer Work

- **Ontario Association of Certified Engineering Technicians and Technologists**
OACETT is a not-for-profit, self-governing professional organization that promotes the interests of engineering and applied science technicians and technologists to industry, educational institutions, government and with the public. It currently has over 20,000 members
 - Board Member, 2023 – present
 - Chair, Governance, Policy and Strategy Committee, 2023 – present
 - Government Relations Committee, 2012 – 2015
- **Tracks Employment Services**, Board Member, 2022 – present
- **Collingwood Accessibility Committee**, 2022-2024
- **Canadian Ski Patrol System**, 1990 – 1996 – Ski Patroller, First Aid and On-Hill Skills instructor.
- **Collingwood Optimist Youth Soccer League**, 1995 - 2003 - Soccer Coach (Level 3) for (now Collingwood United). Head Coach 2001-2003 responsible for training of House League Coaches.
- **Collingwood Minor Hockey**, 1996 - 2000 – House League Coach and Trainer

Collingwood Municipal Councillor – 1994-1999 and 2002-2010

- Breaking Down Barriers (Accessibility)
- Museum Board (succeeded in building new museum 1995)
- Library Board (succeeded in building new Gold LEED library 2002)
- Affordable Housing Task Force (succeeded in building Collingwood's first multi-residential affordable housing project since the mid-1980s)
- Georgian Trail Board of Management, Board Chair (multi-municipal Board responsible for the construction and maintenance of the 35 km rail trail from Meaford to Collingwood)
- Leisure Services Committee (Advisory committee for parks, recreation and culture)

Collingwood Utility Services Corp and Collus Solutions Corp Boards

Board Member of the Local Distribution Company (LDC), 2006-2009

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Association of Municipalities of Ontario (AMO)

- President 2010-2012
- Vice President-Small Urban Caucus, 2008-2010
- Board Member-Small Urban Caucus 2004-2010
- AMO Executive Member, 2008-2010 – part of the AMO Team representing Ontario Municipalities at monthly discussions with Provincial Cabinet Ministers and senior staff at Queens Park on various matters effecting municipal interests
- AMO Length of Municipal Term and Related Matters Committee, Chair – polled municipalities with respect to optimum length of municipal Council term and made recommendation to AMO Board and Province to change the three-year term to four years
- AMO Planning Task Force, 2006-2010
- “Why Plan?” Working Group, 2010 – part of working group developing municipal education programme explaining new planning powers/benefits provided to municipalities by the new Planning Act (2006)
- AMO Brownfields Task Force, 2007-2010
- AMO Green Energy Task Force, 2007-2010

Ontario Small Urban Municipalities (OSUM)

- Chair, 2008-2010
- Vice-Chair, 2006-2008
- Board Member 2004-2010

Nuclear Waste Management Organization (NWMO)

Member of Municipal Forum, 2009-2010 – member of municipal representatives from Canada’s four nuclear Provinces providing comment on the NWMO’s development of a site selection process for a single national nuclear waste management facility

Georgian Bay Waterworks Association

Board Member, 2003-2007 – Dealing with waterworks issues of municipalities around the Georgian Bay rim.

Teaching

Professor (2003) responsible for updating and teaching the Municipal Services course to final semester students at Georgian College, Barrie Campus. Course encompasses political, planning and engineering aspects experienced in the municipal world including:

- Various governing legislation such as the Municipal Act, Planning Act, the Safe Drinking Water Act and the Sustainable Water and Sewer Systems Act.
- Basic infrastructure design including:
- Sanitary sewage collection, water distribution, stormwater management, roadway, infrastructure rehabilitation and trenchless technology,
- Municipal Asset Management Principles,
- Municipal tendering procedures and
- Municipal budget preparation for Operations and Capital Works

Publications and Papers

Speaker at numerous conferences on various aspects including trenchless technology, infrastructure assessment and rehabilitation, water distribution and sewage collection system computer modelling, asset management and sewage treatment.

- Nuclear Waste Management – Over 200 presentations to Stakeholder Groups, NGOs, community groups, Municipal Associations and municipal Councils across Ontario and New Brunswick – 2012-2022
- “NWMO Site Selection Update”, Keynote Speaker at the Municipal Engineers Association (MEA) 2021 Conference & AGM (November 2021)
- “Asset Management – Long Term Gain for Short Term Pain” – Union of Municipalities of New Brunswick (UMNB) Annual Conference, October 2017
- “Asset Management – Long Term Gain for Short Term Pain” – LAS MFOA 2014 Asset Management Symposium, March 2014
- “Funding Opportunities for Small Urban Municipalities” – Ontario Public Works Association Spring Conference, 2009
- “Funding Opportunities for Small Urban Municipalities” – Municipal World Magazine, 2009
- “PSAB 3150 and Asset Management” – Member of expert panel at OGRA/ROMA Good Roads Convention, 2007
- “Why Asset Management?” – Ontario Public Works Association AGM 2006
- “Ontario Resort Uses Latest Technology for Wastewater Treatment Facility” – Caribbean Water and Wastewater Conference, 2002
- “Trenchless Technology for Sewers and Watermains” - Georgian Bay Waterworks Association, 1999
- “Water Network Computer Modelling and Analysis” - Georgian Bay Waterworks Association, 1996
- “Insituform - The Pipe within a Pipe” – Western Canada Water and Wastewater Conference, 1986
- “Water Main Leak Detection Using Leak Noise Correlation” – Georgian Bay Waterworks Association, 1985