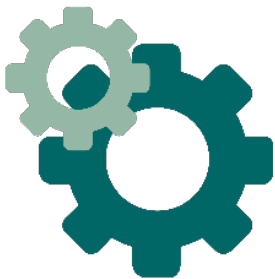


2025 CAPITAL BUDGET

The Corporation of the City of Thunder Bay
Ontario, Canada

Volume 3 – Capital Budget

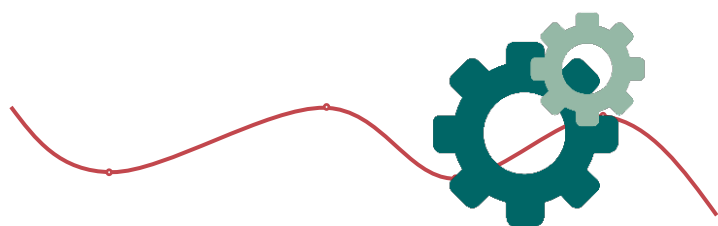


Passed by Resolution December 9, 2025

Contents

- 2025 CAPITAL BUDGET.....3
- FUNDING THE CAPITAL BUDGET3
 - Tax Levy4
 - Grants.....5
 - Debentures and Internal Loans7
 - Local Improvement Fees.....7
 - Reserve and Reserve Funds8
- TRANSPORTATION SERVICES9
 - Roads10
 - Bridges and Culverts.....13
 - Traffic Signals15
 - Street Lighting16
 - Sidewalks.....17
 - Stormwater Management18
 - Engineering19
- ENVIRONMENTAL SERVICES20
 - Integrated Public Works Projects21
 - Waterworks28
 - Wastewater33
 - Solid Waste and Diversion38
 - Landfill.....40
- PROTECTIVE SERVICES42
 - Thunder Bay Fire Rescue.....43
 - Thunder Bay Police Service45
- PARKS, RECREATION, AND NEIGHBOURHOOD SERVICES47
 - Parks and Open Spaces48
 - Arenas, Stadia, and Aquatics52
 - Community and Cultural Spaces.....54
 - Thunder Bay Public Library55
 - Parking.....56
 - Transit Services59

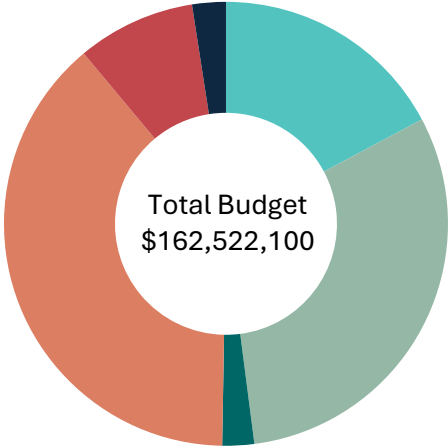
SOCIAL AND HEALTH SERVICES.....	61
Long-Term Care – Pioneer Ridge	62
Child Care.....	64
Housing	65
Superior North EMS	66
CORPORATE INITIATIVES AND OPERATIONAL SUPPORT	68
Municipal Offices and Facilities	69
Initiatives and Support.....	72
CAPITAL OUTLOOK	74
Outer Year Capital Forecast	75



2025 CAPITAL BUDGET

The 2025 Capital Budget outlines the City of Thunder Bay’s planned investments in infrastructure networks, facilities, equipment, fleet, and other plans and initiatives. It supports municipal services, addressing both current demands and future growth while ensuring long-term financial sustainability. The key areas of investment include:

- Transportation Services
- Environmental Services
- Protective Services
- Parks, Recreation, and Neighbourhood Services
- Social and Health Services
- Corporate Initiatives and Operational Support



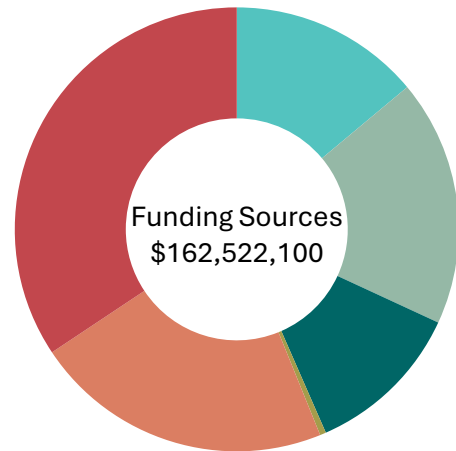
FUNDING THE CAPITAL BUDGET

There are three financial approaches to balancing capital project demands and fiscal responsibility:

- **Pay Now** – fund projects immediately using tax levy and user fee contributions. This approach supports fairness by having current tax and ratepayers fund projects that directly benefit them.
- **Pay Later** – fund projects through debt, spreading payments over future years. This approach ensures that today’s tax and ratepayers aren’t solely responsible for improvements that will serve residents for decades.
- **Pay in Advance** – set aside funds over time, creating a reserve for future needs. This approach minimizes sudden tax levy and rate increases and ensures readiness for anticipated projects.

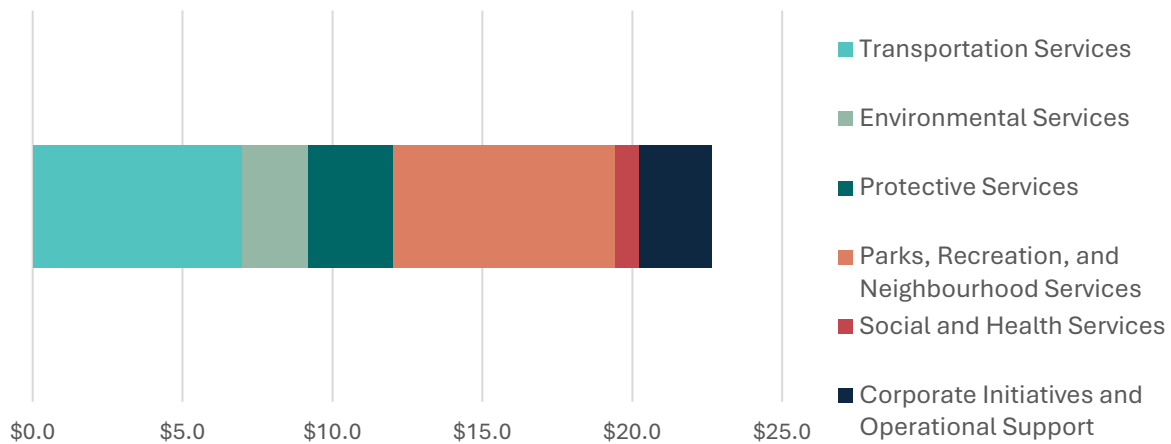
The 2025 Capital Budget balances these three approaches and leverages significant external funding from the federal and provincial government, enabling the City to take on major infrastructure and community projects without overburdening tax and ratepayers.

- Tax Levy (pay now)
- Federal Grants (pay now)
- Provincial Grants (pay now)
- Local Improvement Fees (pay now or later)
- Debentures and Internal Loans (pay later)
- Reserve and Reserve Funds (pay in advance)



Tax Levy

The 2025 Capital Budget includes \$22,642,600 financed from the tax levy. The base budget amount of \$19,906,900 is 3.8% more than the previous year’s base budget. The plan also includes \$2,735,700 from the tax levy related to the retirement of the tax-supported Homes Debenture. This is a temporary measure to supplement the capital budget until those funds are required to support future special debentures. The tax levy for the capital budget will be invested as follows:

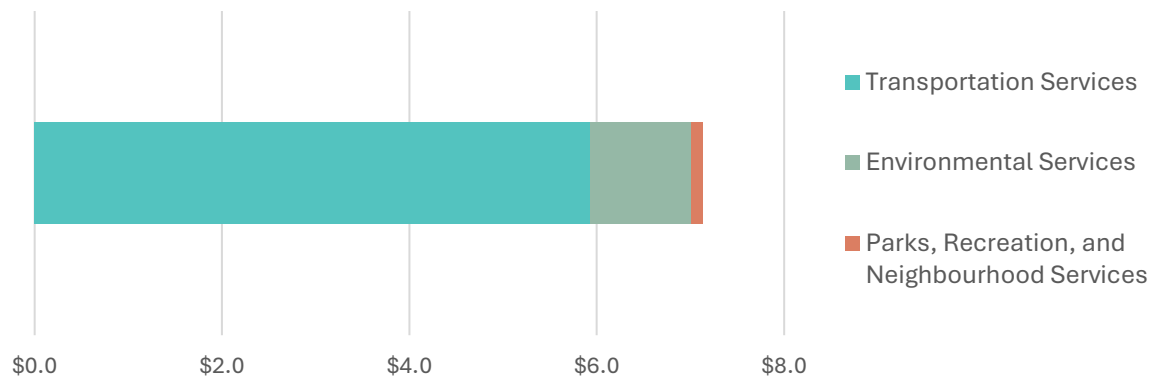


Grants

The 2025 Capital Budget includes \$47,939,600 in funding from the federal and provincial government.

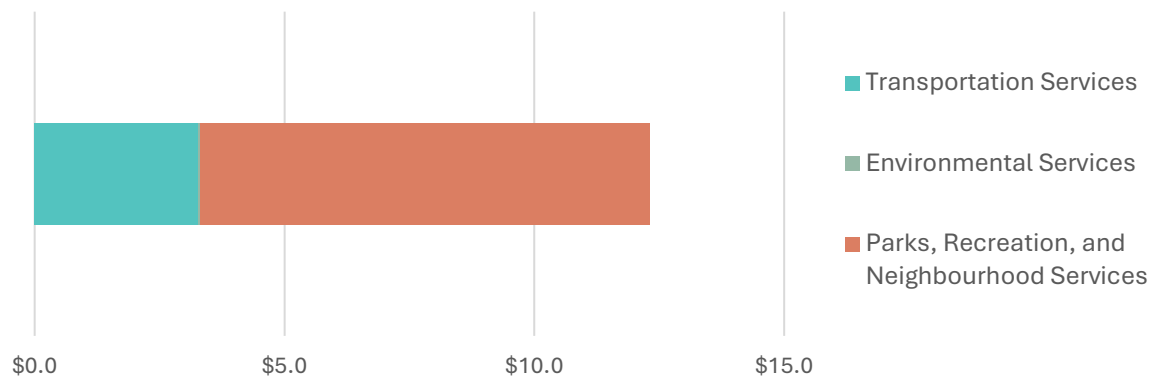
Canada Community-Building Fund (CCBF)

Formerly known as the federal Gas Tax Fund, the CCBF is a stable, predictable, and indexed source of federal funding that allows municipalities to make strategic investments in essential infrastructure such as roads, bridges, public transit, drinking water and wastewater infrastructure, and recreational facilities. Municipalities can pool, bank, and borrow against the CCBF to address local priorities. The City's allocation of CCBF for 2025 is \$7,129,200 and will be invested as follows:



Investing in Canada Infrastructure Program (ICIP)

The ICIP is a federal program that provides long-term, application-based funding to help communities reduce air and water pollution, provide clear water, increase resilience to climate change, and create a clean-growth economy. Investments in infrastructure are made through four targeted funding streams: Public Transit, Green Infrastructure, Rural and Northern Communities Infrastructure, and Community, Culture and Recreation Infrastructure. The City's anticipated allocation of ICIP for 2025 is \$12,311,700 and will be invested as follows:



Housing Accelerator Fund (HAF)

The HAF is a federal program that supports local governments create transformational change that will increase the housing supply. The budget includes \$6,516,900 of the City’s HAF allocation in 2025 which will be invested in Housing initiatives.

Ontario Community Infrastructure Fund (OCIF)

The OCIF is a provincial program that helps small, rural, and northern communities renew and rehabilitate critical infrastructure. The City’s allocation of OCIF for 2025 is \$10,000,000, the maximum amount allowable under this grant, and will be invested as follows:



Provincial Gas Tax

The provincial Gas Tax program is provided to municipalities to improve local transit by expanding service hours, increase routes, purchase new vehicles, and improve accessibility to increase transit ridership. The City’s anticipated allocation of Provincial Gas Tax funding for 2025 is \$795,000 and will be invested in Transit Services.

Housing-Enabling Water System Fund (HEWSF)

The HEWSF is a provincial program that helps municipalities develop, repair, rehabilitate, and expand critical drinking water, wastewater and stormwater infrastructure. The budget includes \$4,017,300 of its HEWSF allocation in 2025 which will be invested in tax-supported and rate-supported Environmental Services.

Building Faster Fund (BFF)

The BFF can be directed toward housing-enabling infrastructure and other related costs that support community growth. The budget includes \$1,741,800 of its BFF allocation in 2025 which will be invested in Housing initiatives.

Other Grants

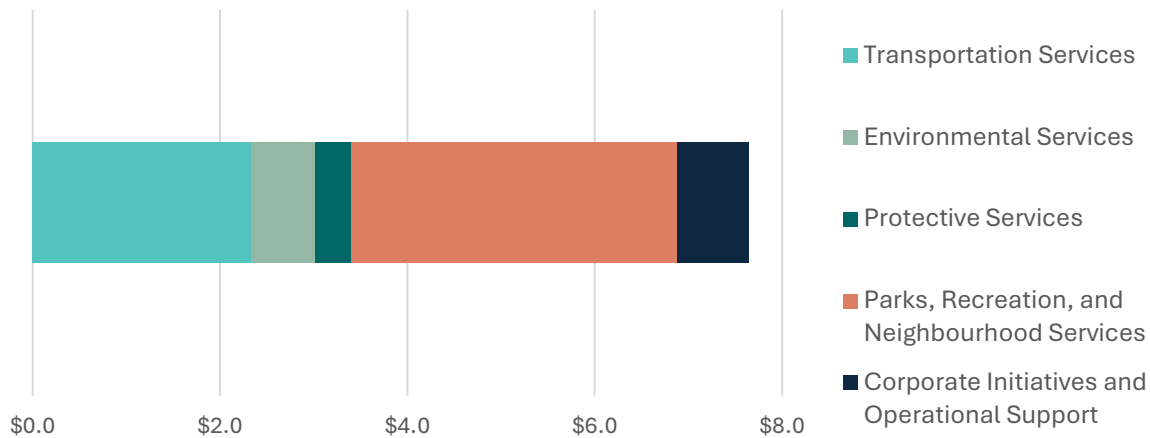
The budget includes other grants totalling \$5,427,700 in 2025 which will be invested in various City services.

Debentures and Internal Loans

The 2025 Capital Budget includes \$35,407,000 of debt financing in the form of debentures and internal loans.

Tax-Supported Debentures

Long-term debt is a critical component of the City’s long-term capital financing strategy. The City has a regular debenture program to fund tax-supported new construction and cyclical asset renewal. The regular tax-supported debenture total for 2025 is \$7,648,600, equal to the previous year’s budget, and will be invested as follows:



The plan also includes part of a tax-supported Special Debenture in the amount of \$15,675,000 that has been approved by City Council to finance the new indoor turf facility.

Rate-Supported Debentures

The City’s rate-supported programs have long-term financial plans, approved by Council, that identifies the capital requirements and financing strategies to ensure financial sustainability. Debentures are planned to finance capital projects for rate-supported programs in 2025: Wastewater (\$3,000,000), Waterworks (\$4,500,000), and Landfill (\$996,300).

Internal Loans

The City’s rate-supported programs may borrow against the City’s reserves and reserve funds with interest charged at 0.5% above the average investment rate in the year the loan is issued. While this practice is being phased out, in 2025, internal loans are required to finance capital projects for Landfill (\$1,320,900), and Parking (\$2,266,200).

Local Improvement Fees

The City often receives local improvement requests for extension of municipal services. The 2025 Capital Budget includes \$713,600 of financing from Local Improvement Fees to be paid by benefitting property owners.

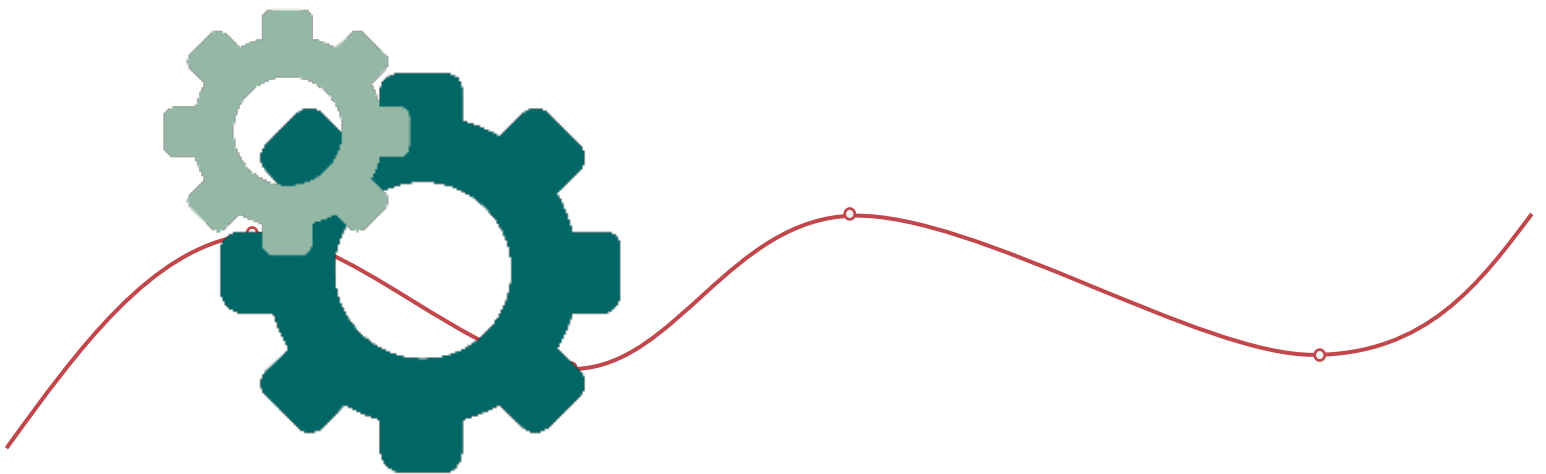
Reserve and Reserve Funds

The establishment and use of reserve and reserve funds is an essential part of the City’s long-term capital financing strategy. These funds, built up over time through prudent financial planning, allow the City to address both planned and unforeseen needs without relying on increased taxes or new debt.

The 2025 Capital Budget includes financing from reserve and reserve funds totalling \$55,819,300 (tax-supported: \$27,740,000, rate-supported: \$28,079,300). A detailed breakdown of planned reserve and reserve fund usage is provided below:

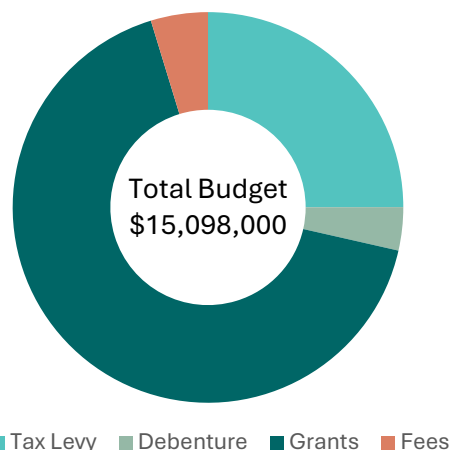
Reserve and Reserve Funds	Financing (\$000)
Tax-Supported	
55 Plus Centre	30.0
Canada-Community Building Fund	5,273.4
Capital General	230.3
Clean, Green and Beautiful	220.0
Corporate Energy Innovation	45.0
Corporate Information Technology (CIT)	244.2
Fleet and Equipment	310.0
Indoor Turf Facility	8,003.1
Municipal Accommodation Tax	1,212.9
Recreational Trails	39.5
Renew Thunder Bay	9,779.1
Superior North EMS (SNEMS) Capital	2,066.0
Whalen Building Capital	286.5
Subtotal Tax-Supported	27,740.0
Rate-Supported	
Boater Services Capital	60.0
Parking	126.6
Solid Waste – Landfill	815.1
Wastewater	16,067.6
Waterworks	11,010.0
Subtotal Rate-Supported	28,079.3
Total Reserve and Reserve Funds	55,819.3

TRANSPORTATION SERVICES



Roads

The City is responsible for maintaining and managing the network of public roads and related transportation infrastructure. The City ensures that roadways are safe, accessible, and well-maintained for vehicles, pedestrians, and cyclists.



Project Category: Facilities

The plan includes design of new buildings to provide indoor storage for salt and mixed piles of sand/salt on impermeable pads and shelter from the effects of weather in compliance with the Salt Management Plan, which is a requirement of the Province and was adopted by City Council. The buildings will also include storage tanks for calcium chloride. Buildings are required at the Front Street yard, Mountdale yard, and McIntyre yard.

Benefits of Funding: Support compliance with the requirements of the Code of Practice for the Environmental Management of Road Salts.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0002-OT-001	Winter Materials Storage Structure	125.0	-	125.0	-	-

Project Category: Network

The plan includes preventative maintenance and rehabilitation projects to increase pavement life and reduce lifecycle costs, as well as reconstruction projects where pavement has failed and where alignment or network improvements are needed. It also includes placing granular material on rural roads on which the surface has deteriorated to a condition where driveability is being affected, safety may be compromised, water is ponding on roads, and where there is a general desire for improvements to the road surface.

The plan includes reconstruction of Victoria Avenue in connection with the planned deconstruction of the Victoriaville Mall. The work involves re-opening Victoria Avenue to vehicles and improving the pedestrian experience.

The plan also includes detailed design of the proposed Northwest Arterial roadway. This project is aligned with the Ministry of Transportation’s (MTO) plans for dividing the Thunder Bay Expressway between Balsam Street and Arthur Street. Completion of the design will ensure the Northwest Arterial is aligned with MTO’s plans.

Benefits of Funding: Support safe, smooth and reliable travel for drivers and supports economic growth by facilitating efficient transportation. Preventative maintenance extends the lifespan of the road network.

Project Number	Project Name	Gross Cost (\$000)	Fees (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-001	Asphalt – Miscellaneous Patching	500.0	-	50.0	450.0	-
IOT-RDS-0003-AR-003	Guide Rails / Retaining Walls	50.0	-	50.0	-	-
IOT-RDS-0003-AR-006	Surface and Crack Sealing	275.0	-	275.0	-	-
IOT-RDS-0003-AR-007	Asphalt – Pavement Management	375.0	-	375.0	-	-
IOT-RDS-0003-AR-008	Railway Crossing Improvements	200.0	-	20.0	180.0	-
IOT-RDS-0003-AR-044	Asphalt – Enhanced Pavement Management	185.0	-	185.0	-	-
IOT-RDS-0003-AR-045	Enhanced Residential Road Work	750.0	-	-	700.0	50.0
IOT-RDS-0003-AR-184	Arthur St – Hwy 61 to Parkdale	1,250.0	-	-	1,150.0	100.0
IOT-RDS-0004-RN-022	Victoria Ave Reconstruction	6,000.0	-	-	5,800.0	200.0
IOT-RDS-0003-AR-139	Theresa St Pavement Reconstruction – Madeline to Bruce	400.0	-	-	360.0	40.0
IOT-ENV-0001-ST-069	Theresa St Stormwater Management	80.0	-	-	-	80.0
IOT-RDS-0003-AR-206	MacDonell St Pavement Rehabilitation – Squier to Central	250.0	-	-	200.0	50.0
IOT-RDS-0009-LI	MacDonell St – Squier to Central Curb and Gutter	267.6	267.6	-	-	-
IOT-ENV-0001-ST-100	MacDonell St Stormwater Management	166.7	-	-	146.7	20.0
IOT-RDS-0009-LI	MacDonell St – Squier to Central Stormwater Management	446.0	446.0	-	-	-
IOT-RDS-0004-RN-024	NW Arterial Design	500.0	-	500.0	-	-
IOT-RDS-0003-AR-145	Hot-in-Place Asphalt Recycling	1,000.0	-	113.0	887.0	-
IOT-RDS-0003-AR-198	Surface Treatment	225.0	-	25.0	200.0	-
IOT-RDS-0005-RU-001	Rural Roads Granular Upgrades	125.0	-	125.0	-	-
	Total	13,045.3	713.6	1,718.0	10,073.7	540.0

Funding	Description	Amount (\$000)
Fees	Local Improvement Fees	713.6

Grant	Canada Community-Building Fund	2,642.0
Grant	Disaster Mitigation and Adaptation Fund	66.7
Grant	Ontario Community Infrastructure Fund	6,965.0
Grant	Northern Ontario Resource Development Support Fund	400.0
	Total Grants	10,073.7
Debt	Debenture (Tax-Supported)	540.0

Project Category: Fleet

The plan includes a sidewalk tractor and plow truck relating to the Red River Road Reconstruction project to maintain road and sidewalk plowing during the winter. The plan also includes cyclical renewal for vehicles that serve Roads.

Benefits of Funding: Funding the sidewalk tractor and plow truck enables effective and timely response to winter events. Funding cyclical renewal ensures the City’s fleet remains safe and reliable and reduces maintenance costs on vehicles that have exceeded their useful life.

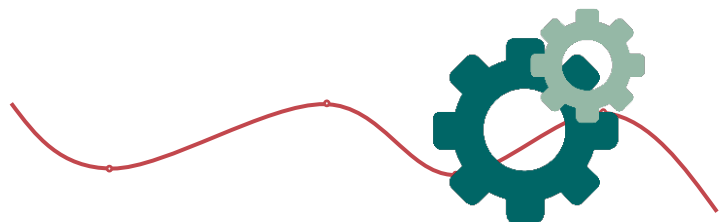
Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0019-OT-002	Sidewalk Tractor and Plow Truck	263.0	-	263.0	-	-
COM-FFE-0007-FL-001	Roads Fleet Renewal	1,639.7	-	1,639.7	-	-
	Total	1,902.7	-	1,902.7	-	-

Project Category: Equipment

The plan includes a weather station system that would provide timely monitoring of roadway conditions and aid in the evaluation process to deploy resources in an effective and efficient manner. Four (4) stations will cover the City.

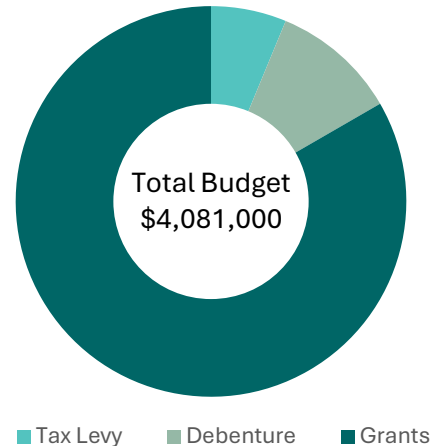
Benefits of Funding: Supports timely response to winter events.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0019-OT-001	Weather Station	25.0	-	25.0	-	-



Bridges and Culverts

The City is responsible for the inspection, maintenance, and repair of bridges and culverts to ensure safe and efficient transportation. The City ensures this critical infrastructure is structurally sound, regularly inspected for safety, and properly maintained to prevent deterioration, ensuring the smooth flow of traffic and the protection of surrounding areas from water damage.



Project Category: Network

A bridge management system was developed to facilitate a long-term bridge program which will extend lifecycles, improve serviceability and enhance safety. Projects are recommended based on the bi-annual budget inspection program.

Benefits of Funding: Continued safety and serviceability of the City’s structures and minimizes potential load restriction posting or closure of structures.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0001-BR-011	Culvert Replacement Program	100.0	-	100.0	-	-
IOT-RDS-0001-BR-023	Pedestrian Bridge Rehabilitation and Replacement	850.0	-	-	825.0	25.0
IOT-RDS-0001-BR-045	Central Ave @ Lyon’s Channel Pedestrian Bridge and Trail	1,499.8	-	-	1,099.8	400.0
IOT-RDS-0001-BR-039	Structural Culvert Replacement	1,000.0	-	25.0	975.0	-
	Total	3,449.8	-	125.0	2,899.8	425.0

Funding	Description	Amount (\$000)
Grant	Canada Community-Building Fund	1,800.0
Grant	Investing in Canada Infrastructure Program	1,099.8
	Total Grants	2,899.8
Debt	Debenture (Tax-Supported)	425.0

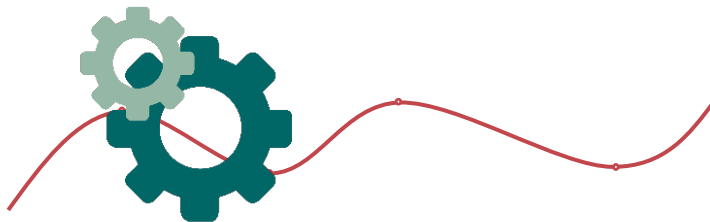
Project Category: Professional Fees, Plans and Studies

The plan includes plan and design-work for several bridges around the City.

Benefits of Funding: Planning and design is necessary to proceed with structural work in future years.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0001-BR-037	Black Bay Bridge Design	175.0	-	-	175.0	-
IOT-RDS-0001-BR-038	Cumberland Structural Evaluation	50.0	-	50.0	-	-
IOT-RDS-0001-BR-043	Oliver Rd Over McIntyre River Pedestrian Bridge Design	281.2	-	75.0	206.2	-
IOT-RDS-0001-BR-035	Pacific Ave Bridge Design	125.0	-	5.0	120.0	-
	Total	631.2	-	130.0	501.2	-

Funding	Description	Amount (\$000)
Grant	Canada Community-Building Fund	295.0
Grant	Investing in Canada Infrastructure Program	206.2
	Total Grants	501.2

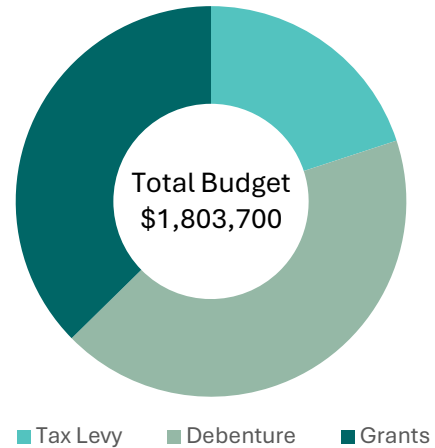


Traffic Signals

The City is responsible for the installation, maintenance, and operation of traffic signals throughout the City. Traffic lights regulate the flow of vehicles and pedestrians at intersections, enhancing road safety and reducing congestion.

Project Category: Network

The plan includes enhancements to the traffic signal network and installation of traffic calming measures including Midblock Pedestrian Signals (MPS) and Pedestrian Crossovers (PXO), as well as completion of the traffic signal communication project.



Benefits of Funding: Enhanced traffic flow, leading to more efficient travel and lower greenhouse gas emissions. Supports and enhances pedestrian safety and the active transportation network.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0007-TS-001	Controller Upgrading Program	110.0	-	110.0	-	-
IOT-RDS-0007-TS-002	Detection Program	80.0	-	80.0	-	-
IOT-RDS-0007-TS-003	Audible Pedestrian Signals	25.0	-	-	-	25.0
IOT-RDS-0007-TS-005	Signal Upgrading Program	20.0	-	20.0	-	-
IOT-RDS-0007-TS-017	Traffic Calming	50.0	-	50.0	-	-
IOT-RDS-0007-TS-016	Intersection Partial Rebuilds	75.0	-	75.0	-	-
IOT-RDS-0007-TS-019	Traffic Signal Removal	25.0	-	25.0	-	-
IOT-RDS-0007-TS-033	MPS - Arthur @ Leland	187.5	-	-	137.5	50.0
IOT-RDS-0007-TS-034	MPS - Golf Links @ FW Clinic	187.5	-	-	137.5	50.0
IOT-RDS-0007-TS-035	MPS - Golf Links @ Medical Clinic	187.5	-	-	137.5	50.0
IOT-RDS-0007-TS-036	PXO - Hodder @ Lillian	112.5	-	-	82.5	30.0
IOT-RDS-0007-TS-032	MPS - Red River @ McDonalds	243.7	-	-	178.7	65.0
IOT-RDS-0007-TS-025	Traffic Signal Communication	500.0	-	-	-	500.0
	Total	1,803.7	-	360.0	673.7	770.0

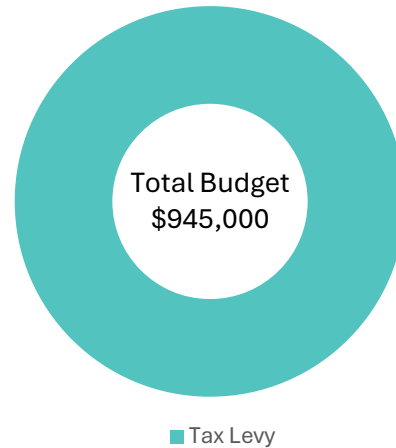
Funding	Description	Amount (\$000)
Grant	Investing in Canada Infrastructure Program	673.7
Debt	Debenture (Tax-Supported)	770.0

Street Lighting

The City is responsible for the installation, maintenance, and operation of street lighting across public roads, sidewalks, and public spaces throughout the City. Well-lit streets enhance visibility at night and promote safety for pedestrians, cyclists and drivers.

Project Category: Network

The plan includes installation of new street lighting in conjunction with Synergy North pole line rebuild/removal projects as well as upgrading the existing street light system to a more modern and reliable system.



Benefits of Funding: Maintains and enhances the lighting network in the City which contributes to improved safety and reliability and lower maintenance costs.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0010-SL-001	Underground Upgrade Program	40.0	-	40.0	-	-
IOT-RDS-0010-SL-002	System Upgrading Program	130.0	-	130.0	-	-
IOT-RDS-0010-SL-004	Pole Replacement Program	80.0	-	80.0	-	-
IOT-RDS-0010-SL-031	Underground Duct Replacement	100.0	-	100.0	-	-
IOT-RDS-0010-SL-032	Synergy Permitting Costs	5.0	-	5.0	-	-
IOT-RDS-0010-SL-033	Fault Repairs	20.0	-	20.0	-	-
IOT-RDS-0010-SL-080	Chapples Drive Replacement	500.0	-	500.0	-	-
	Total	875.0	-	875.0	-	-

Project Category: Fleet

The plan includes cyclical renewal for vehicles that serve both Street Lighting and Traffic Signals.

Benefits of Funding: City fleet remain safe and reliable and reduces maintenance costs on vehicles that have exceeded their useful life.

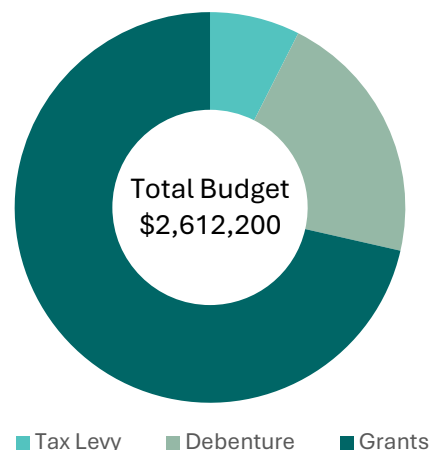
Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-FFE-0007-FL-001	Street Lighting and Traffic Signal Fleet Renewal	70.0	-	70.0	-	-

Sidewalks

The City is responsible for the construction, maintenance, and repair of sidewalks throughout the City. Safe, accessible sidewalks provide pedestrians a reliable and comfortable means of transportation and enhances the walkability of the community.

Project Category: Network

The plan includes replacement of existing sidewalks, including hollow sidewalks, and construction of new sidewalks. It also includes sidewalk rehabilitation alternatives (i.e. lift and level, grinding) and construction of sidewalk ramps at intersections to meet Accessibility for Ontarians with Disabilities Act (AODA) requirements.



Benefits of Funding: Contributes to improved safety and reliability, and supports participation in active transportation which has a positive impact on resident and environmental health.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0006-SR-003	Sidewalk Rehabilitation Alternatives	100.0	-	100.0	-	-
IOT-RDS-0006-SR-004	Accessibility Ramp – South	35.0	-	35.0	-	-
IOT-RDS-0006-SR-009	Accessibility Ramp – North	35.0	-	35.0	-	-
IOT-RDS-0006-SR-027	Perth – County to East	180.0	-	-	160.0	20.0
IOT-RDS-0006-SR-087	Begin – Brown to Edward	100.0	-	-	80.0	20.0
IOT-RDS-0006-SR-105	Clarkson – John to Windsor	170.0	-	-	150.0	20.0
IOT-RDS-0006-SR-093	Moodie – Ford to Edward	205.0	-	-	184.0	21.0
IOT-RDS-0006-SR-073	Sidewalk Removals	25.0	-	25.0	-	-
IOT-RDS-0008-SN-047	Central-Tungsten to Memorial NEW	637.3	-	-	467.3	170.0
IOT-RDS-0008-SN-046	Oliver-Keith Jobbit to Balmoral NEW	1,124.9	-	-	824.9	300.0
	Total	2,612.2	-	195.0	1,866.2	551.0

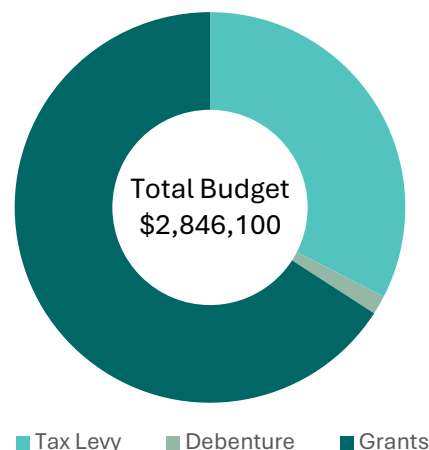
Funding	Description	Amount (\$000)
Grant	Canada Community-Building Fund	574.0
Grant	Investing in Canada Infrastructure Program	1,292.2
	Total Grants	1,866.2
Debt	Debenture (Tax-Supported)	551.0

Stormwater Management

The Stormwater system collects rainwater and snow melt through storm grates on the roads. This water drains to the nearest lakes and rivers. Improvements are made to the stormwater system to address capacity, minimize runoff, enhance quality, and overall help protect the quality and health of water resources.

Project Category: Network

The plan includes drainage system renewal through replacement of storm water mains and trunk ditching as well as construction of green stormwater management facilities.



Benefits of Funding: Supports the mitigation of flooding and overland flow and property damage.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-ENV-0001-ST-001	Trunk Ditching Rural Roads	130.0	-	130.0	-	-
IOT-ENV-0001-ST-003	Storm Sewer Inspections	200.0	-	200.0	-	-
IOT-ENV-0001-ST-017	Residential Drainage Assistance	100.0	-	100.0	-	-
IOT-ENV-0001-ST-019	Outfall Repairs	100.0	-	100.0	-	-
IOT-ENV-0001-ST-022	Infrastructure – Intercity Priorities	860.2	-	30.2	830.0	-
IOT-ENV-0001-ST-039	Low Impact Development Facilities	450.0	-	-	425.0	25.0
IOT-ENV-0001-ST-091	Rural Drainage Improvements	190.9	-	190.9	-	-
IOT-ENV-0001-ST-092	Urban Drainage Improvements	150.0	-	150.0	-	-
IOT-ENV-0001-ST-101	Margaret St Culvert	240.0	-	-	220.0	20.0
IOT-ENV-0001-ST-102	Improve Victor St Erosion/Drainage	425.0	-	25.0	400.0	-
	Total	2,846.1	-	926.1	1,875.0	45.0

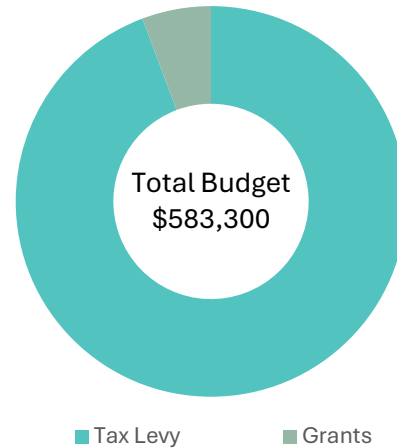
Funding	Description	Amount (\$000)
Grant	Canada Community-Building Fund	620.0
Grant	Disaster Mitigation and Adaptation Fund	200.0
Grant	Ontario Community Infrastructure Fund	1,055.0
	Total	1,875.0
Debt	Debenture (Tax-Supported)	45.0

Engineering

All transportation and public works projects require planning, designing, and studies to ensure infrastructure meets safety standards, are built to last, and align with environmental and regulatory requirements.

Project Category: Professional Fees, Plans and Studies

The plan includes property acquisition reports, surveys, and legal fees for various types of projects, and oversizing of subdivisions which are the City's responsibility during development. It also includes pre-engineering costs and survey equipment for field staff to prepare designs for upcoming capital projects. The plan includes support for the continuing implementation of the Active Transportation Plan and various studies related to traffic, and future projects requiring environmental assessments. New in 2025 are the costs related to the implementation of the Consolidated Linear Infrastructure - Environmental Compliance Approval (CLI-ECA) for stormwater management.

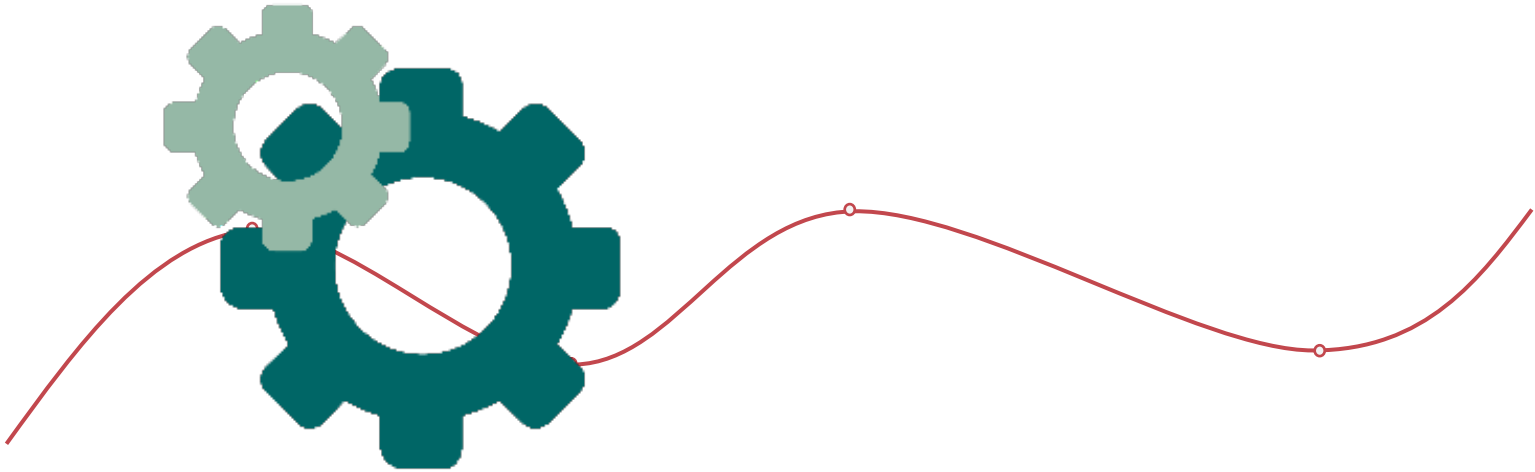


Benefits of Funding: Ensures required information is available so that various capital works may be carried out.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-ENG-0001-PF-001	Property Acquisition – Reports	100.0	-	100.0	-	-
IOT-ENG-0001-PF-002	Engineering Traffic Studies	50.0	-	50.0	-	-
IOT-ENG-0001-PF-018	Public Education	10.0	-	10.0	-	-
IOT-ENG-0001-PF-004	Pre-Engineering Field Services	15.0	-	15.0	-	-
IOT-ENG-0001-PF-005	Active Transportation	150.0	-	150.0	-	-
IOT-ENG-0001-PF-027	Traffic Study: Bay – Water to Algoma	50.0	-	50.0	-	-
IOT-ENG-0001-PF-016	Boulevard Dam Studies / Approvals	83.3	-	50.0	33.3	-
IOT-ENG-0001-PF-026	Stormwater CLI ECA	125.0	-	125.0	-	-
	Total	583.3	-	550.0	33.3	-

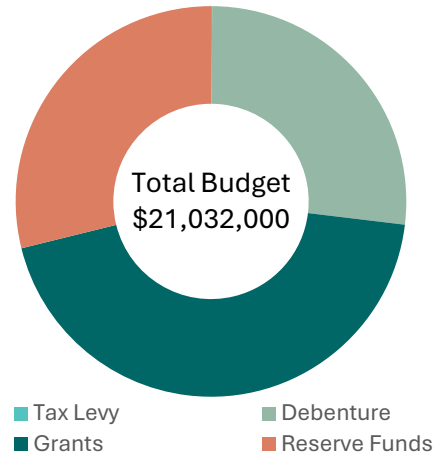
Funding	Description	Amount (\$000)
Grant	Disaster Mitigation and Adaptation Fund	33.3

ENVIRONMENTAL SERVICES



Integrated Public Works Projects

The City is responsible for maintaining and managing the network of public roads, sidewalks, streetlights and other related transportation infrastructure as well as all the public works infrastructure underground such as watermain, sanitary and storm sewers. Where possible, underground asset replacement and surface work are done in tandem.



Project Category: Network

The plan includes road reconstruction projects including both underground replacement (watermains, sanitary and storm sewers) and repaving as well as other integrated infrastructure renewal, such as streetlights and sidewalks, based on asset management priorities. It also includes network expansions of roads, water, sanitary, and storm services to support new developments.

Benefits of Funding: Enables development growth and more efficient and reliable transportation and public works systems.

Interocean Development

The Interocean development aims to enhance centrally located, City-owned lands that are currently under-serviced with municipal infrastructure. This project includes the installation of new sanitary sewers, watermains, storm sewers, and storm management systems. Once completed, this development will enable approximately 1,260 new housing units.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0004-RN-027	Central Ave – Water Fill Station to Baseball Diamond	500.0	-	-	500.0	-
IOT-ENV-0001-ST-103	Stormwater Management Central Ave and North	1,781.3	-	-	1,781.3	-
IOR-WAW-0006-PW-001	Designs and Studies	700.0	-	-	700.0	-
IOR-SAN-0001-NE-007	Sanitary Network Expansion	2,402.5	1,039.9	-	1,362.6	-
IOR-WAW-0005-NE-002	Water Network Expansion	644.3	-	-	644.3	-
	Total	6,028.1	1,039.9	-	4,988.2	-

Funding	Description	Amount (\$000)
Reserve Fund	Wastewater Reserve Fund	1,039.9
Grant	Housing Accelerator Fund	500.0
Grant	Housing Enabling Water Systems Fund	4,017.3
Grant	Building Faster Fund	470.9
	Total Grants	4,988.2

Burwood Road

This project is a continuation of the work completed in 2024 and supports the development of properties in the area. It involves extension of sanitary sewer to the Oliver Road intersection. In addition, a new set of traffic signals will be installed for the intersection of Oliver Road and Burwood Road.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0007-TS-037	Traffic Signals – Burwood Rd @ Oliver Rd	100.0	-	-	-	100.0
IOT-RDS-0004-RN-026	Road Network Expansion	720.9	-	-	720.9	-
IOR-SAN-0001-NE-006	Sanitary Network Expansion Phase 2	1,191.7	334.8	-	-	856.9
	Total	2,012.6	334.8	-	720.9	956.9

Funding	Description	Amount (\$000)
Reserve Fund	Wastewater Reserve Fund	334.8
Grant	Housing Accelerator Fund	720.9
Debt	Debenture (Tax-Supported)	100.0
Debt	Debenture (Rate-Supported: Wastewater)	856.9
	Total Debt	956.9

Empire Avenue – Brown Street to 100M West

This project extends Empire Avenue west of Brown Street to support new residential development of City-owned lands.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0004-RN-025	Road Network Expansion	535.0	-	-	500.0	35.0
IOR-SAN-0004-SA-084	Sanitary Sewer Network Expansion	20.0	20.0	-	-	-
IOR-WAW-0004-WR-158	Watermain Network Expansion	20.0	20.0	-	-	-
	Total	575.0	40.0	-	500.0	35.0

Funding	Description	Amount (\$000)
Reserve Fund	Waterworks Reserve Fund	20.0
Reserve Fund	Wastewater Reserve Fund	20.0
	Total Reserve Funds	40.0
Grant	Housing Accelerator Fund	100.0
Grant	Building Faster Fund	400.0
	Total Grants	500.0
Debt	Debenture (Tax-Supported)	35.0

High Street – River Street to Van Norman Street

This project includes replacement and reconstruction of public works.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0004-SA-088	Sanitary Sewer Replacement	1,000.0	504.9	-	-	495.1
IOR-WAW-0004-WR-148	Watermain Replacement	1,400.0	1,400.0	-	-	-
	Total	2,400.0	1,904.9	-	-	495.1

Funding	Description	Amount (\$000)
Reserve Fund	Wastewater Reserve Fund	504.9
Reserve Fund	Waterworks Reserve Fund	1,400.0
	Total Reserve Funds	1,904.9
Debt	Debenture (Rate-Supported: Wastewater)	495.1

Cumberland Street – Tupper Street to McVicar Creek

This project includes replacement and reconstruction of public works.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-133	Pavement Reconstruction Tupper to McVicar Creek	600.0	-	-	550.0	50.0
IOT-RDS-0003-AR-180	Roundabout Marina Overpass/ Cumberland	1,500.0	-	-	1,358.2	141.8
IOR-WAW-0004-WR-142	Watermain Replacement Villa to McVicar Creek	500.0	500.0	-	-	-
	Total	2,600.0	500.0	-	1,908.2	191.8

Funding	Description	Amount (\$000)
Reserve Fund	Waterworks Reserve Fund	500.0
Grant	Canada Community-Building Fund	668.2
Grant	Ontario Community Infrastructure Fund	1,240.0
	Total Grants	1,908.2
Debt	Debenture (Tax-Supported)	191.8

Leith Street – Simpson Street to Archibald Street

This project includes replacement and reconstruction of public works.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-187	Pavement Reconstruction Simpson to May	500.0	-	-	450.0	50.0
IOT-RDS-0003-AR-188	Pavement Reconstruction May to Archibald	140.0	-	-	120.0	20.0
IOT-RDS-0010-SL-081	Street Lighting Simpson to May	50.0	-	-	-	50.0
IOT-RDS-0006-SR-075	Sidewalk Replacement Simpson to May	125.0	-	-	100.0	25.0
IOT-RDS-0006-SR-076	Sidewalk Replacement May to Archibald	80.0	-	-	70.0	10.0
IOR-SAN-0004-SA-066	Sanitary Replacement Simpson to May	550.0	550.0	-	-	-
IOR-SAN-0004-SA-072	Sanitary Replacement May to Archibald	500.0	-	-	-	500.0
IOR-WAW-0004-WR-136	Watermain Replacement Simpson to May	850.0	200.0	-	-	650.0
IOR-WAW-0004-WR-166	Watermain Replacement May to Archibald	600.0	265.0	-	-	335.0
	Total	3,395.0	1,015.0	-	740.0	1,640.0

Funding	Description	Amount (\$000)
Reserve Fund	Waterworks Reserve Fund	465.0
Reserve Fund	Wastewater Reserve Fund	550.0
	Total Reserve Funds	1,015.0
Grant	Ontario Community Infrastructure Fund	740.0
Debt	Debenture (Tax-Supported)	155.0
Debt	Debenture (Rate Supported: Waterworks)	985.0
Debt	Debenture (Rate Supported: Wastewater)	500.0
	Total Debt	1,640.0

Simpson Street – Dease Street to Victoria Avenue

This project includes replacement and reconstruction of public works.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0010-SL-082	Street Lighting Replacement	275.0	-	-	250.0	25.0
IOR-SAN-0004-SA-087	Sanitary Sewer Replacement	650.0	-	-	-	650.0
IOR-WAW-0004-WR-165	Watermain Replacement	700.0	-	-	-	700.0
	Total	1,625.0	-	-	250.0	1,375.0

Funding	Description	Amount (\$000)
Grant	Canada Community-Building Fund	250.0
Debt	Debenture (Tax-Supported)	25.0
Debt	Debenture (Rate Supported: Waterworks)	700.0
Debt	Debenture (Rate Supported: Wastewater)	650.0
	Total Debt	1,375.0

Luci Court – Isabella Street to Moodie Street

This project includes replacement and reconstruction of public works.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0010-SL-078	Street Lighting (Duct)	50.0	-	-	-	50.0
IOT-RDS-0006-SR-099	Sidewalk Replacement	80.0	-	-	65.0	15.0
IOR-SAN-0004-SA-086	Sanitary Sewer Replacement	175.0	175.0	-	-	-
IOR-WAW-0004-WR-158	Watermain Replacement	315.0	-	-	-	315.0
	Total	620.0	175.0	-	65.0	380.0

Funding	Description	Amount (\$000)
Reserve Fund	Wastewater Reserve Fund	175.0
Grant	Canada Community-Building Fund	65.0
Debt	Debenture (Tax-Supported)	65.0
Debt	Debenture (Rate-Supported: Waterworks)	315.0
	Total Debt	380.0

Pacific Avenue – Prince Arthur Boulevard to McMillan Street

This project includes replacement and reconstruction of public works.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0008-SN-053	New Sidewalk (S/S)	56.3	-	-	41.3	15.0
IOR-WAW-0004-WR-157	Watermain Replacement	125.0	125.0	-	-	-
	Total	181.3	125.0	-	41.3	15.0

Funding	Description	Amount (\$000)
Reserve Fund	Waterworks Reserve Fund	125.0
Grant	Investing in Canada Infrastructure Program	41.3
Debt	Debenture (Tax-Supported)	15.0

Dufferin Street – High Street to Rollins Street

This project includes replacement and reconstruction of public works.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0008-SN-022	New Sidewalk (S/S)	50.0	-	-	-	50.0
IOR-SAN-0004-SA-085	Sanitary Sewer Replacement Dixon to High	450.0	-	-	-	450.0
IOR-WAW-0004-WR-083	Watermain Replacement Dixon to High	500.0	500.0	-	-	-
	Total	1,000.0	500.0	-	-	500.0

Funding	Description	Amount (\$000)
Reserve Fund	Waterworks Reserve Fund	500.0
Debt	Debenture (Tax-Supported)	50.0
Debt	Debenture (Rate-Supported: Wastewater)	450.0
	Total Debt	500.0

Yonge Street – James Street to Kingston Street

This project includes replacement and reconstruction of public works.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0004-WR-159	Watermain Replacement and Pave	350.0	350.0	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Waterworks Reserve Fund	350.0

Marlborough Street

This project includes replacement and reconstruction of public works.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0010-SL-076	Street Lighting Replacement	35.0	-	-	-	35.0
IOT-RDS-0006-SR-094	Beresford to Bay – Sidewalk Replacement	105.0	-	-	90.0	15.0
	Total	140.0	-	-	90.0	50.0

Funding	Description	Amount (\$000)
Grant	Canada Community-Building Fund	90.0
Debt	Debenture (Tax-Supported)	50.0

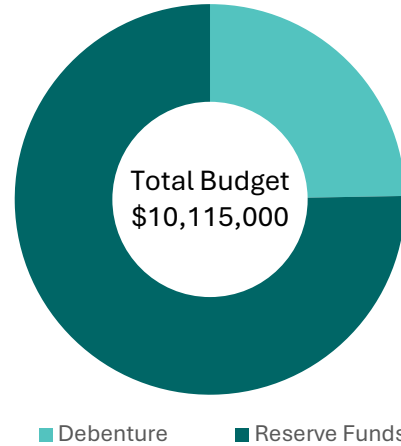
Excess Soil Regulatory Requirements

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-ENV-0001-ST-078	Excess Soil Regulatory Requirement	20.0	-	20.0	-	-
IOR-WAW-0004-WR-127	Excess Soil Regulatory Requirement	35.0	35.0	-	-	-
IOR-SAN-0004-SA-065	Excess Soil Regulatory Requirement	50.0	50.0	-	-	-
	Total	105.0	85.0	20.0	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Waterworks Reserve Fund	35.0
Reserve Fund	Wastewater Reserve Fund	50.0
	Total Reserve Funds	85.0

Waterworks

The City’s rate-supported waterworks system provides clean, safe drinking water to residents. The Bare Point Water Treatment Plant (WTP) receives water from Lake Superior, processes it for safe use, and provides it through the City’s extensive distribution system to homes and businesses. The City approved the Water Authority’s long-term financial plan for Waterworks that identifies the capital requirements (2023-2042) to meet the City’s service levels for safe drinking water in the short and long-term. The plan was prepared in accordance with Provincial regulations.



Project Category: Facilities

The plan includes renewal, replacement, and improvements to the buildings and grounds of the water treatment plant, pumping stations and reservoirs in accordance with the preventative maintenance programs and assessment of assets.

Benefits of Funding: Supports public health and the environment and compliance with provincial and/or federal regulations. Supports long-term sustainability of the assets, safety and compliance, and in many cases improves energy efficiency.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0001-TP-002	WTP Electrical	40.0	40.0	-	-	-
IOR-WAW-0001-TP-003	WTP HVAC	20.0	20.0	-	-	-
IOR-WAW-0001-TP-005	WTP Buildings and Grounds	30.0	30.0	-	-	-
IOR-WAW-0001-TP-007	Pump Station / Reservoir Electrical	9.0	9.0	-	-	-
IOR-WAW-0001-TP-011	WTP Professional Fees	200.0	200.0	-	-	-
IOR-WAW-0001-TP-012	WTP Unplanned Repairs	200.0	200.0	-	-	-
	Total	499.0	499.0	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Waterworks Reserve Fund	499.0

Project Category: Network

The plan includes water distribution system renewal through replacement and rehabilitation of watermains and appurtenances, looping, and cement mortar lining to address water quality and fire flows, and removal of lead services.

Benefits of Funding: Ensures assets are maintained and will reduce maintenance costs and service disruptions. These projects will contribute to increased public confidence in the City as the Drinking Water Authority.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0004-WR-001	Cathodic Protection	100.0	100.0	-	-	-
IOR-WAW-0004-WR-003	Kerr Hydrant Replacement	125.0	125.0	-	-	-
IOR-WAW-0004-WR-013	Lead Service Replacement Program	750.0	750.0	-	-	-
IOR-WAW-0004-WR-017	Cleaning and Cement Mortar Lining	2,500.0	-	-	-	2,500.0
IOR-WAW-0004-WR-038	Valves and Chambers	250.0	250.0	-	-	-
IOR-WAW-0004-WR-056	Utility Cut Restoration	100.0	100.0	-	-	-
IOR-WAW-0004-WR-004	Looping Program – Quality and Flow	205.0	205.0	-	-	-
IOR-WAW-0004-WR-160	Unspecified Watermain Replacement/Rehabilitation	498.0	498.0	-	-	-
IOR-WAW-0004-WR-163	Looping – Dalton to Ray	80.0	80.0	-	-	-
IOR-WAW-0004-WR-164	Looping – Terminal St – Sifton to Chilton	150.0	150.0	-	-	-
IOR-WAW-0004-WR-162	Looping – Walsh to Neebing	250.0	250.0	-	-	-
IOR-WAW-0004-WR-160	Chapples Drive Watermain Looping	120.0	120.0	-	-	-
IOR-WAW-0005-NE-001	Water Subdivision Oversizing	53.0	53.0	-	-	-
	Total	5,181.0	2,681.0	-	-	2,500.0

Funding	Description	Amount (\$000)
Reserve Fund	Waterworks Reserve Fund	2,681.0
Debt	Debenture (Rate-Supported: Waterworks)	2,500.0

Project Category: Fleet

The plan includes replacement of existing fleet and equipment according to the Capital Budget Replacement Schedule. The replacement program is based on criteria which includes quantitative cost analysis (lifecycle costing), replacement policy, condition assessment (equipment appraisal, repair history and usage) and operational needs. For Waterworks, the fleet replacement program involves the purchase of various backhoes, vehicles, pumps, jackhammers, tools, etc. required for the maintenance of the water system including the water treatment plant.

Benefits of Funding: City’s fleet remain safe and reliable and reduces maintenance costs on vehicles and equipment that have exceeded their useful life.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0003-FW-001	Waterworks Fleet and Equipment Replacement	776.0	776.0	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Waterworks Reserve Fund	776.0

Project Category: Equipment

The plan includes renewal, replacement, and improvement of equipment critical to the water treatment plant, pumping stations and reservoirs in accordance with the preventative maintenance programs and assessment of assets.

Benefits of Funding: Public health and the environment and compliance with provincial and/or federal regulations. Funding these projects will also reduce maintenance costs and service disruptions.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0001-TP-001	WTP Process	1,950.8	1,950.8	-	-	-
IOR-WAW-0001-TP-004	WTP Instrumentation	45.0	45.0	-	-	-
IOR-WAW-0001-TP-006	Pump Station / Reservoir Process	22.2	22.2	-	-	-
IOR-WAW-0001-TP-009	Pump Station / Reservoir Instrumentation	6.0	6.0	-	-	-
	Total	2,024.0	2,024.0	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Waterworks Reserve Fund	2,024.0

Project Category: Programs

The City continuously reviews processes and procedures, implements changes, and invest in new technology to improve efficiencies and meet changing demands. The plan includes the implementation of legislative changes and programs that addresses water conservation, water quality, backflow prevention and lead reduction. Programs also promote energy efficiency, wise use of water, and source water protection. The plan also includes computer infrastructure and equipment needed in operations and engineering field work.

Benefits of Funding: Supports efficient operations and enhanced record-keeping which minimizes delays. Also supports initiatives to improve resident and environmental health.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0002-NI-001	Program Technology and Equipment	70.0	70.0	-	-	-
IOR-WAW-0002-NI-002	Water Use Innovation Program Efficiency	150.0	150.0	-	-	-
IOR-WAW-0002-NI-004	Large Water Meter Replacement Program	100.0	100.0	-	-	-
IOR-WAW-0002-NI-006	Water Fill Stations	150.0	150.0	-	-	-
IOR-WAW-0002-NI-011	Lead Reduction Program	600.0	600.0	-	-	-
	Total	1,070.0	1,070.0	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Waterworks Reserve Fund	1,070.0

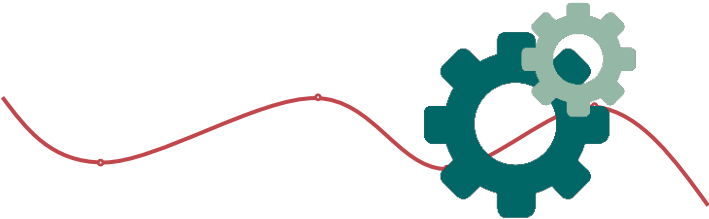
Project Category: Professional Fees, Plans and Studies

The plan includes pre-engineering design costs to prepare designs for upcoming capital projects related to the water network. Structural inspections of physical plants are required on an ongoing basis to ensure structural integrity. Studies to improve infrastructure continue to be done to provide further direction to this program.

Benefits of Funding: Supports safety and long-term sustainability of assets. Pre-engineering work ensures regular asset maintenance can be carried out in a timely manner.

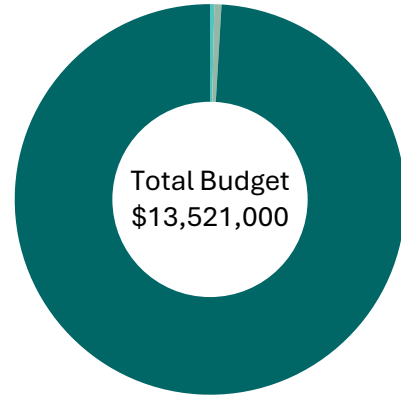
Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0006-PW-001	Professional Fees for Studies, DWQMS, Audit	175.0	175.0	-	-	-
IOR-WAW-0006-PW-002	Pre-Engineering Design and Contract Administration	140.0	140.0	-	-	-
IOR-WAW-0006-PW-006	Water Model Updates	100.0	100.0	-	-	-
IOR-WAW-0006-PW-008	Distribution System Master Plan	150.0	150.0	-	-	-
	Total	565.0	565.0	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Waterworks Reserve Fund	565.0



Wastewater

The City's rate-supported wastewater system provides an essential service and protects the integrity of Lake Superior. Wastewater goes down the drains from homes and businesses, travelling through the City's sanitary sewer system to the Water Pollution Control Plant (WPCP) where it is treated before being sent back into the environment. The City approved a long-term financial plan for the wastewater system that identifies the capital requirements (2022-2042) to meet the City's service levels for sewage collection and treatment.



■ Debenture ■ Grants ■ Reserve Funds

Project Category: Facilities

The plan includes replacement and rehabilitation of existing plant infrastructure in line with preventative maintenance programs and assessment of assets. It includes the replacement of three standby generators at the WPCP to ensure service continuity in the event of a power outage.

Benefits of Funding: Supports public health and the environment and compliance with provincial and/or federal regulations. Supports long-term sustainability of the assets, safety and compliance, and in many cases improves energy efficiency.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0005-WP-001	WPCP Electrical	61.8	61.8	-	-	-
IOR-SAN-0005-WP-001	WPCP Building and Grounds	897.0	897.0	-	-	-
IOR-SAN-0005-WP-001	WPCP HVAC	30.0	30.0	-	-	-
IOR-SAN-0005-WP-001	Sewage Pumping Stations	50.0	50.0	-	-	-
IOR-SAN-0005-WP-001	WPCP Professional Fees	315.0	315.0	-	-	-
IOR-SAN-0005-WP-001	WPCP Unplanned Repairs	200.0	200.0	-	-	-
IOR-SAN-0005-WP-001	WPCP Generator Standby Power	7,000.0	7,000.0	-	-	-
	Total	8,553.8	8,553.8	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Wastewater Reserve Fund	8,553.8

Project Category: Network

The plan includes sanitary collection system renewal through rehabilitation of sanitary sewers, maintenance holes and lining of sanitary services. This program also includes flushing, cleaning and closed-circuit television inspections completed annually. The Pollution Prevention Control Plan (PPCP) outlines a long-range plan for combined sewer separation and capital improvements to comply with Ministry of the Environment, Conservation and Parks regulations. Plan implementation will relieve loading to the WPCP and reduce treatment costs. Sanitary network expansion at the waterfront is required to support initiatives.

Benefits of Funding: Ensures assets are maintained and will reduce maintenance costs and service disruptions. These projects will contribute to increased public confidence in the City’s sanitary system.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0004-SA-006	House Lateral Lining	150.0	150.0	-	-	-
IOR-SAN-0004-SA-004	Sanitary Sewer Lining	500.0	500.0	-	-	-
IOR-SAN-0004-SA-045	Sanitary Sewer Cleaning and Inspection	1,500.0	1,500.0	-	-	-
IOR-SAN-0001-NE-005	Waterfront Development Network Expansion	485.1	485.1	-	-	-
IOR-SAN-0006-PP-031	Storm Separation Unspecified	120.0	72.0	-	-	48.0
IOR-SAN-0006-PP-056	Knight Street	80.0	-	-	80.0	-
	Total	2,835.1	2,707.1	-	80.0	48.0

Funding	Description	Amount (\$000)
Reserve Fund	Wastewater Reserve Fund	2,707.1
Grant	Disaster Mitigation and Adaptation Fund	80.0
Debt	Debenture (Rate-Supported: Wastewater)	48.0

Project Category: Fleet

The plan includes replacement of existing fleet and equipment according to the Capital Budget Replacement Schedule. The replacement program is based on criteria which includes quantitative cost analysis (lifecycle costing), replacement policy, condition assessment (equipment appraisal, repair history and usage) and operational needs. For Wastewater, the fleet replacement program could include the purchase of backhoes, loaders, trucks, pumps, tools, etc. which are required for the operations area and the Water Pollution Control Plant.

Benefits of Funding: City’s fleet remain safe and reliable and reduces maintenance costs on vehicles and equipment that have exceeded their useful life.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0003-FR-002	Wastewater Fleet and Equipment Replacement	121.4	121.4	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Wastewater Reserve Fund	121.4

Project Category: Equipment

The plan includes renewal, replacement, and improvement of equipment critical to the WPCP in accordance with the preventative maintenance programs and assessment of assets.

Benefits of Funding: Public health and the environment and compliance with provincial and/or federal regulations. Funding these projects will also reduce maintenance costs and service disruptions.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0005-WP-001	WPCP Process	1,169.8	1,169.8	-	-	-
IOR-SAN-0005-WP-001	WPCP Instrumentation	110.0	110.0	-	-	-
	Total	1,279.8	1,279.8	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Wastewater Reserve Fund	1,279.8

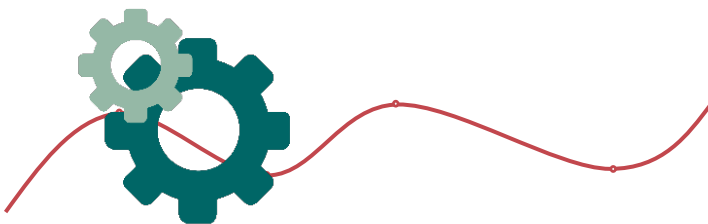
Project Category: Programs

The City continuously reviews processes and procedures, implements changes, and invest in new technology to improve efficiencies and meet changing demands. The plan includes upgrades to computer infrastructure and other equipment to create efficiencies and meet changing demands.

Benefits of Funding: Supports efficient operations and initiatives to improve resident and environmental health.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0002-NI-001	Plant and Program Technology	40.0	40.0	-	-	-
IOR-SAN-0002-NI-002	Small Equipment	20.0	20.0	-	-	-
IOR-SAN-0002-NI-003	Wastewater Innovations Program Efficiency	50.9	50.9	-	-	-
IOR-SAN-0002-NI-004	Backflow Preventors – Replacement of old inventory	20.0	20.0	-	-	-
	Total	130.9	130.9	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Wastewater Reserve Fund	130.9



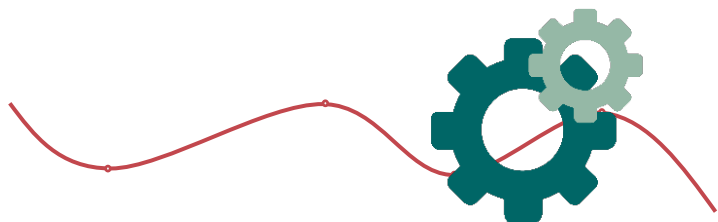
Project Category: Professional Fees, Plans and Studies

The plan includes pre-engineering design costs to prepare designs for upcoming capital projects related to the wastewater network. Structural inspections of physical plants are required on an ongoing basis to ensure structural integrity. Studies to improve infrastructure continue to be done to provide further direction to this program. New in 2025 are the costs related to the implementation of the Consolidated Linear Infrastructure - Environmental Compliance Approval (CLI-ECA) for sewage works.

Benefits of Funding: Supports safety and long-term sustainability of assets. Pre-engineering work ensures regular asset maintenance can be carried out in a timely manner. Supports compliance with provincial requirements for maintenance and operation of the City's sewage works.

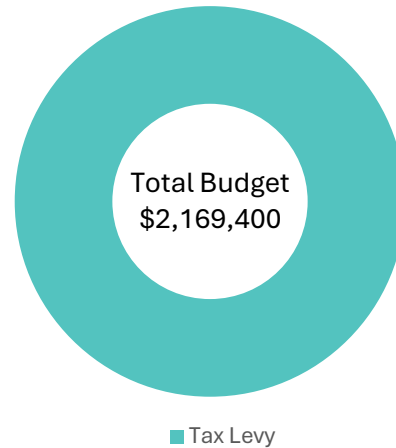
Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0007-PS-001	Pre-Engineering Design and Contract Admin	150.0	150.0	-	-	-
IOR-SAN-0007-PS-002	Professional Fees for Studies	50.0	50.0	-	-	-
IOR-SAN-0007-PS-005	CLI-ECA Implementation	400.0	400.0	-	-	-
	Total	600.0	600.0	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Wastewater Reserve Fund	600.0



Solid Waste and Diversion

The City is responsible for solid waste management services, including waste collection, waste diversion, waste disposal, program planning and promotion and education. Significant effort is invested to reduce the amount of waste going to the Landfill, by providing various waste diversion programs and re-use initiatives. The City expanded the curbside leaf and yard waste collection program in 2024 and is continuing to plan for the implementation of the provincially mandated organic (Green Bin) program and automated cart-based collection of both garbage and Green Bin waste.



Project Category: Facilities

The plan includes renewal of existing facilities at the City of Thunder Solid Waste and Recycling Facility on Mapleward Road to support waste diversion, including the Green Bin program.

Benefits of Funding: Supports efforts to prepare for the Green Bin program which has a positive impact on the environment. Supports long-term sustainability of the assets, safety and compliance, and in many cases improves energy efficiency.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-SOW-0003-SW-005	Hazardous Waste Facility Upgrades	75.0	-	75.0	-	-
IOT-ENG-0005-CS-001	Mapleward Solid Waste Facility	65.0	-	65.0	-	-
	Total	140.0	-	140.0	-	-

Project Category: Fleet

The plan includes a specialized waste collection packer and small truck to support the implementation of the Green Bin program and automated cart-based collection.

Benefits of Funding: City's fleet remain safe and reliable and reduces maintenance costs on vehicles and equipment that have exceeded their useful life. Also enables compliance with provincial requirements and supports public health, safety, and the environment.

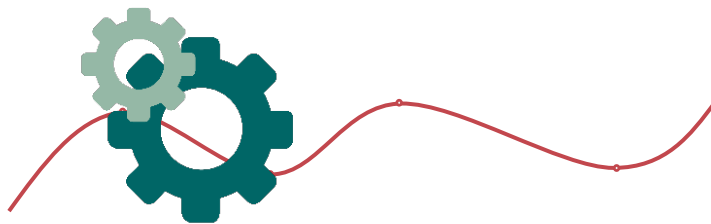
Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-SOW-0003-SW-006	Fleet Expansion – Auto-Cart/ Organics Program	200.0	-	200.0	-	-
COM-FFE-0007-FL-001	Solid Waste and Diversion Fleet Renewal	515.0	-	515.0	-	-
	Total	715.0	-	715.0	-	-

Project Category: Equipment

The plan includes equipment required for the Green Bin program, including providing enhanced gravity locking mechanisms for the organic collection carts so that rodents and other pests are not able to open. Also include other equipment to support the automated cart-based collection of both garbage and Green Bin waste and other initiatives.

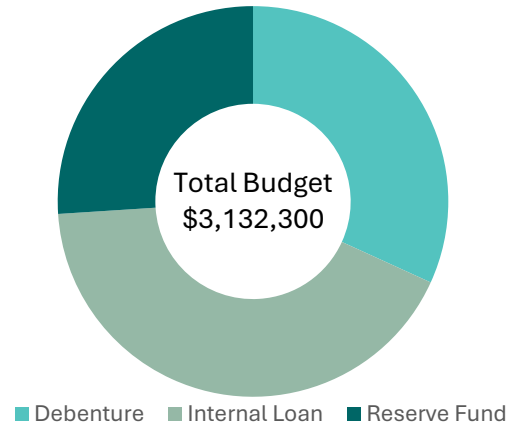
Benefits of Funding: Supports public health and the environment and compliance with provincial regulations.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-SOW-0003-SW-004	Auto-Cart Program	180.0	-	180.0	-	-
IOT-SOW-0003-SW-002	Organics Program	1,052.0	-	1,052.0	-	-
IOT-SOW-0003-SW-001	Solid Waste Management Strategy Initiatives	82.4	-	82.4	-	-
	Total	1,314.4	-	1,314.4	-	-



Landfill

The City of Thunder Bay Solid Waste and Recycling Facility effectively manages the disposal of waste from residential, industrial, commercial and institutional sectors. The Landfill is designed to minimize environmental impacts, manage leachate, control gas emissions, and reduce the impact on surrounding areas. The City approved a long-term financial plan for the Landfill that identifies the capital requirements (2024-2043) to ensure the City can continue to meet service levels for solid waste management.



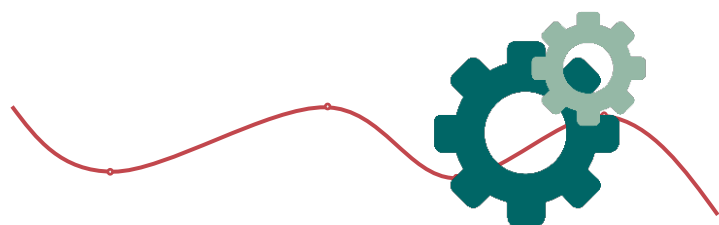
Project Category: Facilities

The plan includes renewal of the landfill site facility and other infrastructure improvements, including scale house software upgrades and roadway maintenance.

Benefits of Funding: Supports long-term sustainability of the assets, safety and compliance, and in many cases improves energy efficiency.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SOW-0001-LS-015	Facility Upgrades	146.3	-	-	-	146.3
IOR-SOW-0001-LS-002	Infrastructure Improvements	109.9	-	-	-	109.9
IOR-SOW-0001-LS-001	Process Improvements	33.0	-	-	-	33.0
	Total	289.2	-	-	-	289.2

Funding	Description	Amount (\$000)
Debt	Debenture (Rate-Supported: Landfill)	146.3
Debt	Internal Loan	142.9
	Total Debt	289.2



Project Category: Network

The plan includes cell capping, stormwater treatment, and gas collection system improvements.

Benefits of Funding: Ensures compliance with provincial and/or federal regulations.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SOW-0001-LS-011	West Cell Capping	1,529.1	501.1	-	-	1,028.0
IOR-SOW-0001-LS-009	Surface and Storm Water Management	324.0	314.0	-	-	10.0
IOR-SOW-0001-LS-008	Gas System Renewal	850.0	-	-	-	850.0
	Total	2,703.1	815.1	-	-	1,888.0

Funding	Description	Amount (\$000)
Reserve Fund	Solid Waste – Landfill Reserve Fund	815.1
Debt	Debenture (Rate-Supported: Landfill)	850.0
Debt	Internal Loan	1,038.0
	Total Debt	1,888.0

Project Category: Fleet

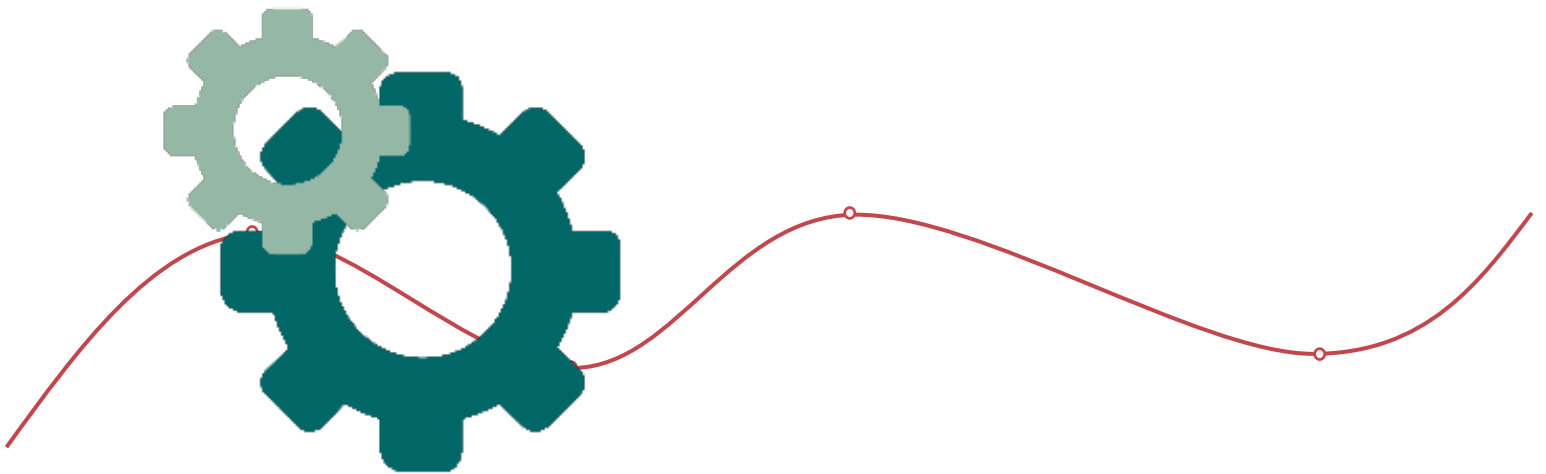
The plan includes the replacement of two trucks that have reached the end of their lifespan. The fleet supports the operational requirements of the Landfill.

Benefits of Funding: City’s fleet remain safe and reliable and reduces maintenance costs on vehicles and equipment that have exceeded their useful life.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SOW-0002-LF-002	Solid Waste Fleet Replacement	140.0	-	-	-	140.0

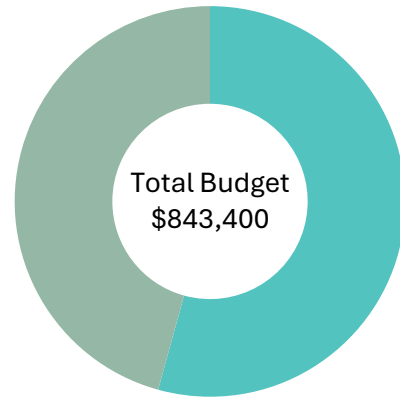
Funding	Description	Amount (\$000)
Debt	Internal Loan	140.0

PROTECTIVE SERVICES



Thunder Bay Fire Rescue

Thunder Bay Fire Rescue (TBFR) is responsible for fire suppression, public education, and fire prevention services, including fire investigation and enforcing the Fire Code. TBFR also provides tiered medical response, auto extraction, hazardous materials management, high angle, water, ice, and confined-space rescue. The team also leads the coordination of community emergency planning.



■ Tax Levy ■ Debenture

Project Category: Facilities

The plan includes a contribution to renewal of Fire Hall facilities.

Benefits of Funding: Supports long-term sustainability of the assets, safety and compliance, and in many cases improves energy efficiency.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-ENG-0001-CS-010	Fire Hall Facilities	27.8	-	27.8	-	-

Project Category: Fleet

The plan includes a contribution towards the replacement of the Aerial Ladder. The Aerial Ladder being replaced is now 16 years old with an expected useful life of 20 years. The full budget estimate of \$3.2 million will be accumulated over 3 years with anticipated order date in 2027.

Benefits of Funding: City's fleet remain safe and reliable and reduces maintenance costs on vehicles and equipment that have exceeded their useful life.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-FIR-0041-FR-003	Aerial Ladder	385.6	-	-	-	385.6

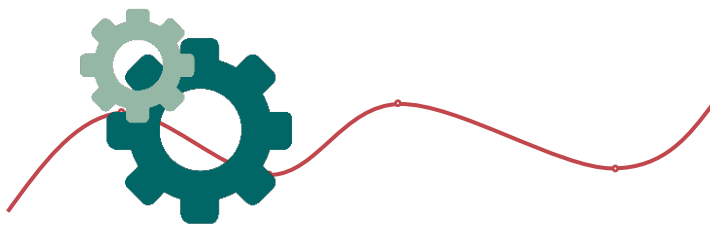
Funding	Description	Amount (\$000)
Debt	Debenture (Tax-Supported)	385.6

Project Category: Equipment

The plan includes cyclical replacement and maintenance of equipment to continue to provide quality rescue services to the community. Projects include Station Improvements, Fire Hoses, Nozzles and Appliances, Personal Protective Equipment, Small Equipment, Specialized Rescue Equipment, and Radio Upgrades.

Benefits of Funding: Supports firefighter and public safety and ensures compliance with National Fire Protection Association standards and service levels dictated by the establishing and regulating by-law.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-FIR-0040-FR-005	AODA Station Improvements	30.0	-	30.0	-	-
IOT-FIR-0040-FR-002	Fire Hose, Nozzles and Appliances	85.0	-	85.0	-	-
IOT-FIR-0040-FR-001	Personal Protective Equipment	100.0	-	100.0	-	-
IOT-FIR-0040-FR-006	Radio Maintenance	100.0	-	100.0	-	-
IOT-FIR-0040-FR-003	Small Equipment	30.0	-	30.0	-	-
IOT-FIR-0040-FR-004	Specialized Rescue Equipment	85.0	-	85.0	-	-
	Total	430.0	-	430.0	-	-

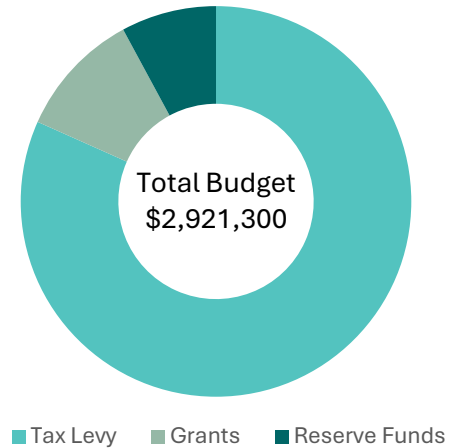


Thunder Bay Police Service

The Thunder Bay Police Service (TBPS) is responsible for maintaining public safety, enforcing laws, and protecting the community through crime prevention and response.

Project Category: Fleet

The plan includes cyclical renewal for police vehicles. Police vehicles become less reliable in responding to front line 911 emergency calls once they exceed 180,000 kilometers (approximately three years). Vehicles over 180,000 km are cycled over to units that require less reliability and are used for the remainder of the life cycle.



Benefits of Funding: Funding this project ensures the TBPS fleet remain safe and reliable and reduces maintenance costs on vehicles that have exceeded their useful life.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-POL-0036-PS	Police Vehicle Replacement	420.7	-	420.7	-	-

Project Category: Equipment

The plan includes cyclical replacement of personal protective equipment, in-car and body-worn cameras, and training equipment and ammunition. Other equipment includes the radio renewal project, and Next Generation 911 Upgrade. The plan also includes funds to procure the legislated equipment required to comply with the new Community Safety and Policing Act 2019 (CSPA). This Act replaced the previous Police Services Act (1990) and focuses on community safety, enhancing police oversight, modernizing policing and establishing consistent mandated training requirements.

Benefits of Funding: Supports continued safety of Officers and appropriate access to equipment needed to serve the community and ensures compliance with legislated requirements.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-POL-0001-PS	Emergency Task Unit Equipment	95.4	-	95.4	-	-
OSB-POL-0013-PS	Radio Renewal Project	100.0	-	100.0	-	-
OSB-POL-0018-PS	Next Generation 911 Upgrade	305.0	-	-	305.0	-
OSB-POL-0026-PS	Armoury	95.9	-	95.9	-	-
OSB-POL-0027-PS	Soft Body Armour	70.0	-	70.0	-	-
OSB-POL-0030-PS	Furniture Replacement	51.3	-	51.3	-	-
OSB-POL-0031-PS	Investigative Equipment	6.1	-	6.1	-	-
OSB-POL-0038-PS	Cameras – In Car and Body Worn	520.0	-	520.0	-	-
OSB-POL-0045-PS	Training Equipment/Ammunition	337.0	-	337.0	-	-
OSB-POL-0047-PS	Forensics Equipment	21.4	-	21.4	-	-
OSB-POL-0048-PS	Cyber Crime Equipment	17.2	-	17.2	-	-
OSB-POL-0051-PS	Uniform Patrol Equipment	38.5	-	38.5	-	-
OSB-POL-0053-PS	Traffic Management Equipment	51.7	-	51.7	-	-
OSB-POL-0061-PS	Other Police Equipment	7.0	-	7.0	-	-
OSB-POL-0064-PS	CSPA Equipment	263.1	230.3	32.8	-	-
	Total	1,979.6	230.3	1,444.3	305.0	-

Funding	Description	Amount (\$000)
Reserve Fund	Capital General Reserve Fund	230.3
Grant	Provincial Grant (approval pending)	305.0

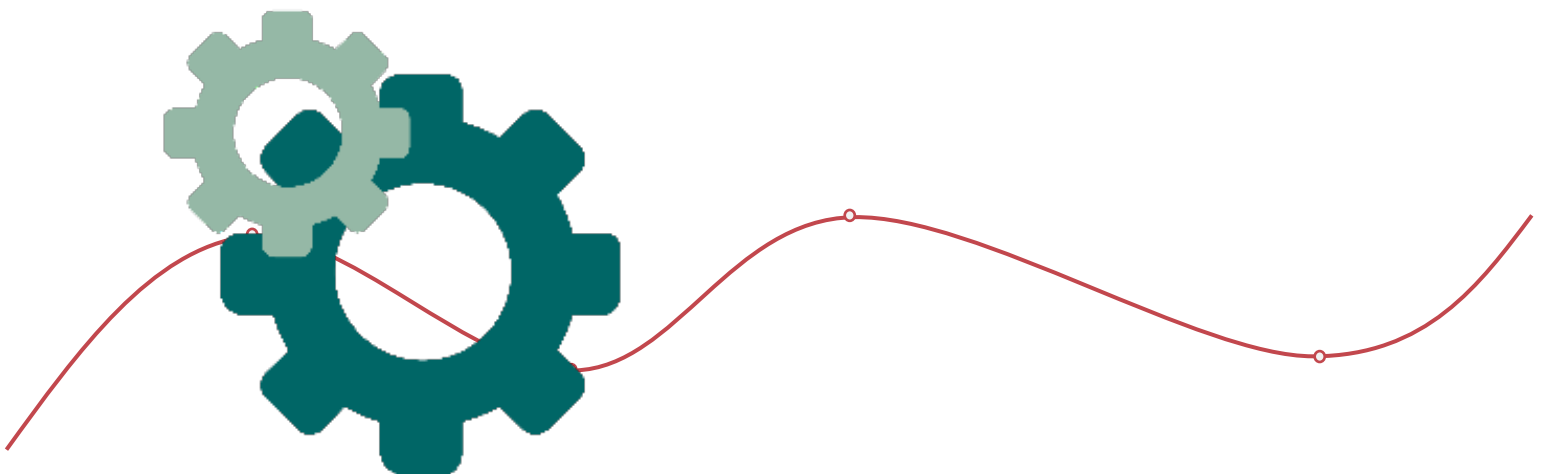
Project Category: Technology

The plan includes the cyclical replacement of server and network infrastructure, computer workstations and monitors, and software license renewals. Priorities also include replacing end of life mobile data terminal technology in the vehicle fleet.

Benefits of Funding: Funding the computer network and software infrastructure will ensure the technology remains current and protects the confidentiality, integrity and availability of the Police Service’s information assets.

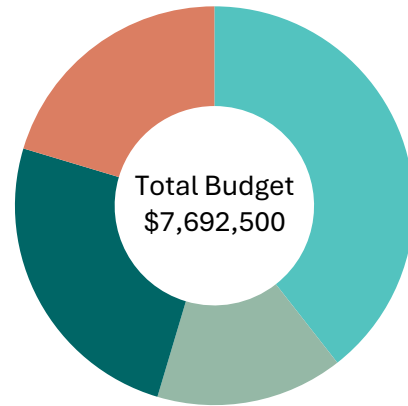
Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-POL-0035-PS	Computer System Maintenance	521.0	-	521.0	-	-

PARKS, RECREATION, AND NEIGHBOURHOOD SERVICES



Parks and Open Spaces

The City is responsible for parks and open spaces in the community for citizens to enjoy. This includes City Parks, including Chippewa, Centennial, Boulevard and Chapples Parks, as well as the Centennial Botanical Conservatory. It also maintains playfields and winter rinks, operates boater services at Marina Park, cemeteries, and two golf courses. The City also manages and maintains the urban tree canopy.



Project Category: Amenities (Parks & Trails)

The plan includes improvements, maintenance, and extension of park system assets. This work is required to continue to provide quality parks services to the community. Projects include the Festival Area Renewal, Waverly Fountain design, and Chapples Park electrical distribution system upgrade. The plan also includes maintenance and minor projects with respect to the public art collection of permanent installations in public spaces throughout the community.



Benefits of Funding: Supports long-term sustainability of park assets and enhances community well-being and social connections. Also attracts tourism and encourages growth.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-PKS-0001-GP-001	Lighting and Electrical Upgrades	460.0	-	460.0	-	-
IOT-PKS-0001-GP-002	Parks Upgrades and Maintenance	90.0	-	90.0	-	-
IOT-PKS-0001-GP-004	Amusement Rides	50.0	-	50.0	-	-
IOT-PKS-0011-GP-001	Chippewa Carousel Enclosure	2,084.9	834.9	-	1,250.0	-
IOT-PKS-0001-GP-014	Emergent Infrastructure Renewal	100.0	-	100.0	-	-
IOT-PKS-0001-GP-020	Historical Artifact Maintenance	250.0	-	250.0	-	-
IOT-PKS-0001-GP-012	Parks Asset Data Maintenance	20.0	-	20.0	-	-
IOT-PKS-0001-GP-028	Festival Area Renewal	2,010.5	292.0	-	550.0	1,168.5
IOT-PKS-0003-RT-001	Recreation Trail Reconstruction	42.9	39.5	3.4	-	-
COM-REC-0034-EI-008	Public Art Maintenance and Minor Projects	40.0	30.0	10.0	-	-
	Total	5,148.3	1,196.4	983.4	1,800.0	1,168.5

Funding	Description	Amount (\$000)
Reserve Fund	Renew Thunder Bay Reserve Fund	534.9
Reserve Fund	Municipal Accommodation Tax Reserve Fund	622.0
Reserve Fund	Recreational Trails Reserve Fund	39.5
	Total Reserve Funds	1,196.4
Grant	Heritage Canada Grant	450.0
Grant	Investing in Canada Infrastructure Program	550.0
Grant	Provincial Grant (approval pending)	800.0
	Total Grants	1,800.0
Debt	Debenture (Tax-Supported)	1,168.5

Project Category: Amenities (Sports)

The plan includes repairs, maintenance and enhancements to playing fields and recreational spaces and Maintenance and renewal of sports fields, ball parks and tennis/pickleball courts, and golf courses.

Benefits of Funding: Supports public safety and contributes to user satisfaction. Regular maintenance helps extend the life of assets.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-PKS-0002-AS-002	Baseball Diamonds	70.0	-	-	70.0	-
IOT-PKS-0002-AS-002	Tennis and Pickleball Courts	25.0	-	-	25.0	-
IOT-PKS-0002-AS-002	Soccer Fields	30.0	-	-	30.0	-
IOT-PKS-0002-AS-002	Bleacher Seat and Bench Replacement	20.0	-	20.0	-	-
IOT-PKS-0006-GO-001	Golf Course Equipment	95.0	-	95.0	-	-
IOT-PKS-0006-GO-002	Golf Course Grounds Rehabilitation Program	30.0	-	30.0	-	-
	Total	270.0	-	145.0	125.0	-

Funding	Description	Amount (\$000)
Grant	Canada Community-Building Fund	125.0

Project Category: Amenities (Boater Services)

The City provides rate-supported Boater Services at Prince Arthur’s Landing. The plan includes capital maintenance, inspections, and minor adjustments to dock facilities with a focus on user-safety.

Benefits of Funding: Supports public safety and contributes to user satisfaction. Regular maintenance helps extend the life of assets.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-PAL-0001-WF-001	Capital Maintenance	60.0	60.0	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Boater Services Capital Reserve Fund	60.0

Project Category: Amenities (Forestry and Horticulture)

The plan includes area tree pruning program and customer-driven requests to prune trees to minimize or remove risk. The plan also addresses the declining mature urban forest with a focused, large scale tree plant/replacement program that targets empty planting locations on City boulevards, green spaces and parks. Also, structural pruning of young trees to proactively manage tree issues in a cost-efficient manner.

The plan also includes support for the Emerald Ash Borer (EAB) program to counteract and respond to the long- and short-term impacts of the invasive insect on the urban forest. Invasive plant species control, awareness and mitigation are all important components of the plan.

Benefits of Funding: Supports a strong, health urban forest which has a positive impact on property values along and other socio-economic benefits. The urban forest is also an efficient, effective storm water/climate adaptation methodology.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-PKS-0005-UF-001	Urban Forest Stewardship	110.0	-	110.0	-	-
IOT-PKS-0005-UF-002	Tree Planting Program	120.0	-	120.0	-	-
IOT-PKS-0005-UF-004	EAB Response	400.0	-	400.0	-	-
	Total	630.0	-	630.0	-	-

Project Category: Facilities

The plan includes capital renewal of existing Parks facilities based on assessment of assets.

Benefits of Funding: Supports long-term sustainability of the assets, safety and compliance, and in many cases improves energy efficiency.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-ENG-0001-CS-011	Parks Facilities	464.2	-	464.2	-	-

Project Category: Fleet

The plan includes small equipment and the cyclical replacement of Parks fleet and maintenance equipment such as mowers, chainsaws and other small tools. The plan also includes a specialized Water Truck that can be operated by a single person to water various planting beds and trees on streets and parks. The specialized equipment incorporates a mechanical boom that improves worker safety and increases watering productivity to meet the increased watering requirements of Court Street and Red River Road renewals as well as other recent streetscape improvements on Donald Street and the Edward/Redwood roundabout.

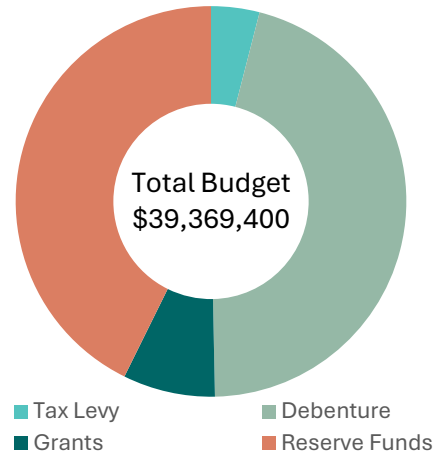
Benefits of Funding: City's fleet remain safe and reliable and reduces maintenance costs on vehicles and equipment that have exceeded their useful life. The water truck should provide operational savings and enhanced worker safety.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-PKS-0004-ME-001	Small Equipment	130.0	-	130.0	-	-
IOT-PKS-0004-ME-004	Water Truck	230.0	-	230.0	-	-
COM-FFE-0007-FL-001	Parks Fleet Renewal	760.0	310.0	450.0	-	-
	Total	1,120.0	310.0	810.0	-	-

Funding	Description	Amount (\$000)
Reserve	Fleet and Equipment Reserve	310.0

Arenas, Stadia, and Aquatics

The City maintains arenas, stadia, and aquatic facilities to deliver recreational services to residents. Replacement of components or systems are based on physical condition, time frame within its life cycle, the priority index assigned to the individual components or systems, and alignment with the Corporate Energy Management Plan. All new systems, components, or finishes are energy efficient and environmentally sustainable in nature.



Project Category: Facilities

The plan includes the planned replacement of major building components such as roof systems, HVAC systems, building envelope systems, electrical systems, plumbing systems, interior finishes, and accessibility improvements. Necessary repairs to the Delaney Arena refrigeration system and slab are required to return the facility to regular service levels and a comprehensive renewal project at Current River Arena is also planned.

Benefits of Funding: Funding cyclical renewal projects support public health and safety as well as compliance with federal, provincial, and municipal codes and standards. These projects also contribute to lower maintenance costs, service interruptions, and environmental impact. Funding the Delaney Arena refrigeration system and slab will return the facility to regular service levels.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-ENG-0001-CS-006	Arena and Stadia Facilities	6,853.4	1,032.0	1,106.7	2,408.0	2,306.7
COM-FFE-0004-FA-007	Arenas Capital Program	200.0	-	200.0	-	-
IOT-ENG-0001-CS-012	Canada Games Complex	75.0	-	75.0	-	-
COM-FFE-0004-FA-006	Canada Games Complex / Aquatics Capital Program	140.0	-	140.0	-	-
	Total	7,268.4	1,032.0	1,521.7	2,408.0	2,306.7

Funding	Description	Amount (\$000)
Reserve Fund	Municipal Accommodation Tax Reserve Fund	520.0
Reserve Fund	Renew Thunder Bay Reserve Fund	512.0
	Total	1,032.0
Grant	Federal Funding (approval pending)	2,408.0
Debt	Deventure (Tax-Supported)	2,306.7

Project Category: Facilities (New)

The plan includes 75% of the estimated cost of the indoor turf facility to support the expected construction cost in 2025.

Benefits of Funding: The financing strategy for the multi-use indoor turf facility has already been approved by City Council. The facility will respond to identified community need, support individual and community health, and advance growth.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-ENG-0001-CS-006	Indoor Turf Facility	32,025.0	15,754.3	-	595.7	15,675.0

Funding	Description	Amount (\$000)
Reserve Fund	Indoor Turf Facility Reserve Fund	8,003.1
Reserve Fund	Canada Community-Building Fund (CCBF) Reserve Fund	5,273.4
Reserve Fund	Renew Thunder Bay Reserve Fund	2,477.8
	Total	15,754.3
Grant	Provincial Grant (approval pending)	595.7
Debt	Debenture (Tax-Supported: Special)	15,675.0

Project Category: Equipment

The plan includes required investment for cyclical renewal and upgrade of equipment for Port Arthur Stadium, aquatic and wellness, and concessions.

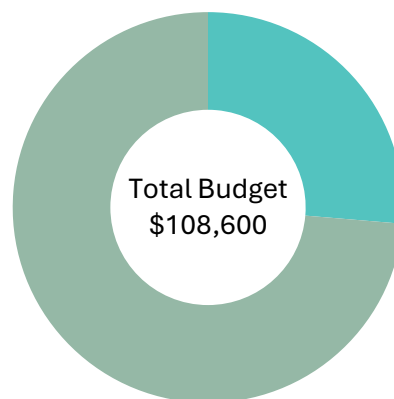
Benefits of Funding: Ensures equipment is up to date which will support efficiencies and reduce maintenance costs.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-REC-0034-EI-002	Aquatics and Wellness Renewal	20.0	-	20.0	-	-
COM-REC-0034-EI-015	Port Arthur Stadium Renewal	36.0	20.9	15.1	-	-
IOT-CEN-0001-CS-001	Concessions Equipment	10.0	-	10.0	-	-
IOT-CEN-0001-CS-004	Vending Equipment	10.0	-	10.0	-	-
	Total	76.0	20.9	55.1	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Municipal Accommodation Tax Reserve Fund	20.9

Community and Cultural Spaces

The City operates and maintains community centres which serve as hubs for community engagement, providing spaces for activities such as sports, fitness classes, art workshops, youth and senior programming, and social events. Community Centres play a vital role in enhancing the quality of life in the City by fostering social interaction, promoting healthy lifestyles, and offering accessible services.



■ Tax Levy ■ Reserve Funds

Project Category: Facilities

The plan includes community centre fire alarm replacements, 55 Plus Centre fence repair, and cedar shingle replacement at the Terry Fox Centre.

Benefits of Funding: Supports long-term sustainability, efficient operations, and will reduce operating and maintenance costs.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-ENG-0001-CS-008	Community Centre Facilities	18.6	-	18.6	-	-
COM-REC-0034-EI-012	55 Plus Centre Fence Repair	30.0	30.0	-	-	-
IOT-ENG-0001-CS-005	Tourism Facilities	50.0	50.0	-	-	-
	Total	98.6	80.0	18.6	-	-

Funding	Description	Amount (\$000)
Reserve Fund	55 Plus Centre Reserve Fund	30.0
Reserve Fund	Municipal Accommodation Tax Reserve Fund	50.0
	Total Reserve Funds	80.0

Project Category: Equipment

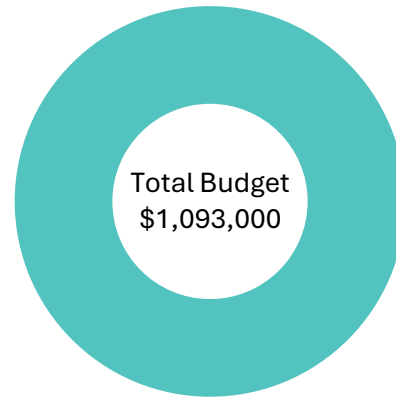
The plan includes investment to renew, repair and replace equipment in community centres.

Benefits of Funding: Supports compliance with legislative requirements, health and safety standards, and will improve customer satisfaction.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-REC-0034-EI-004	Community Centre Infrastructure and Equipment	10.0	-	10.0	-	-

Thunder Bay Public Library

The Thunder Bay Public Library’s mission is to share knowledge, facilitate learning, and strengthen the community. It is where children find their first books and begin their reading journey, where new parents connect and find support, where seniors remain engaged and active, and where teens can gather in a safe environment away from negative influences. The Library also bridges the digital divide, providing access to resources needed for job searches, housing, and staying connected with family.



■ Tax Levy

Project Category: Facilities

The plan includes continued investment in Waverley and Brodie libraries, proactive maintenance at Mary J. L. Black and the upkeep of library space at the County Fair branch. This includes planning for a major retrofit of Waverley library, and installation of a public washroom on the main floor at Brodie library to improve accessibility. The plan also includes a contribution of \$200,000 towards renewal/replacement of the Waverley Elevator. The total cost of this project is expected to be \$400,000 and will require additional contribution in 2026.

Benefits of Funding: Enables the Library to maintain service levels. The Waverley elevator is the only accessible means by which patrons can access the lower level of the library.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-LIB-0010-LB	Building Maintenance and Repair	400.0	-	400.0	-	-
OSB-LIB-0008-LB	Waverley Library Elevator Renewal	200.0	-	200.0	-	-
	Total	600.0	-	600.0	-	-

Project Category: Equipment

The plan includes books, DVDs and multimedia items and helps offset costs for some digital collections such as research databases and e-books. This also includes office furniture, public chairs, tables and desks, maintenance equipment, signage, audio-visual equipment and microfilm readers for research needs. Fees for major consulting projects that have impacts over multiple years are also included.

Benefits of Funding: Ensures Library materials are current.

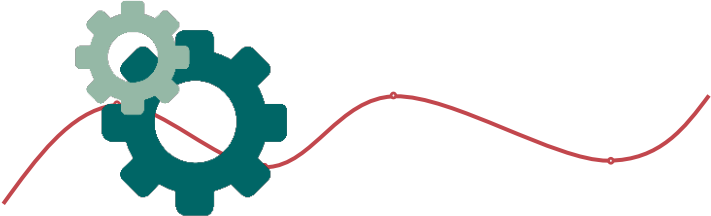
Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-LIB-0011-LB	Core Public Service Infrastructure	358.0	-	358.0	-	-

Project Category: Technology

The plan includes digital infrastructure maintenance that supports core library functions. It includes items such as staff computers, network infrastructure, cloud computing systems, security hardware and technology, as well as public access computers and printers. The plan also includes replacement of the public access computers which have reached their end of life.

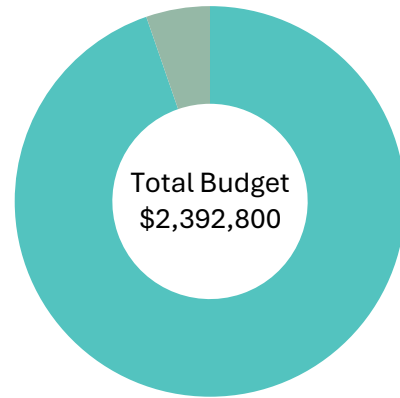
Benefits of Funding: Ensures Library-users have access to high-speed internet and digital services.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-LIB-0012-LB	Digital Infrastructure Maintenance	135.0	-	135.0	-	-



Parking

The City provides rate-supported parking services throughout the community, offering long- and short-term or hourly rental rates in parkades, parking lots, and on streets. The City approved a long-term financial plan for parking that identifies the capital requirements (2024-2033) to ensure the City can continue to meet service levels for parking.



■ Internal Loan ■ Reserve Fund

Project Category: Facilities

The plan includes necessary repairs at the parkades. Work at the Waterfront District Parkade includes localized concrete repairs and sealer replacement on level 4, drainage upgrades, and bridge repair and protection. Work at the Victoria Parkade includes localized concrete repairs and waterproofing replacement on level 1, entrance ramp repairs, drainage upgrades, and exterior concrete repairs. Significant safety and security upgrades will occur at both parkade locations including upgraded lighting, security cameras, and emergency call stations.

Benefits of Funding: Ensures the structures remain safe for users and supports the long-term sustainability of the assets,

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-PKG-0001-PK	Parking Meters	21.2	-	-	-	21.2
OSB-PKG-0002-PK	Waterfront District Parkade Repairs	318.0	-	-	-	318.0
OSB-PKG-0003-PK	Victoria Parkade Repairs	1,063.6	126.6	-	-	937.0
OSB-PKG-0013-PK	Waterfront District Parkade Safety and Security Upgrades	475.0	-	-	-	475.0
OSB-PKG-0014-PK	Victoria Parkade Safety and Security Upgrades	445.0	-	-	-	445.0
	Total	2,322.8	126.6	-	-	2,196.2

Funding	Description	Amount (\$000)
Reserve Fund	Parking Reserve Fund	126.6
Debt	Internal Loan	2,196.2

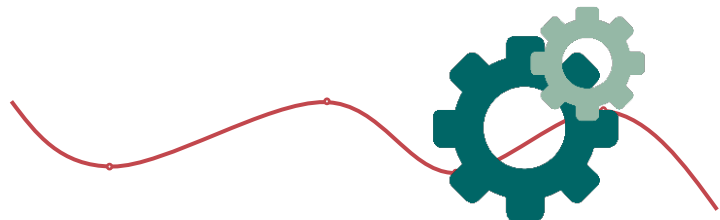
Project Category: Fleet

The plan includes replacement of the parkade sweeper. The unit is 20 years old and encounters frequent mechanical breakdowns. The plan also includes a snow-plow replacement for a pick-up truck which is required for snow clearing operations.

Benefits of Funding: City’s fleet remain safe and reliable and reduces maintenance costs on vehicles and equipment that have exceeded their useful life. Supports improved service up-time to meet service levels.

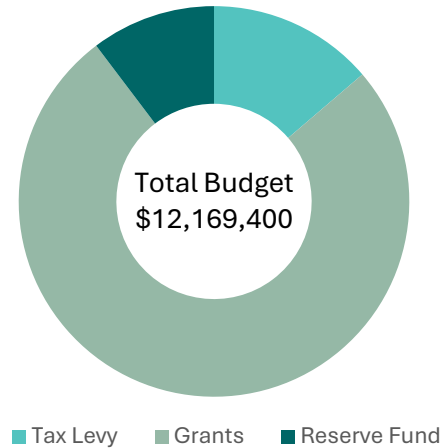
Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-PKG-0004-PK	Parking Vehicle Replacement	70.0	-	-	-	70.0

Funding	Description	Amount (\$000)
Debt	Internal Loan	70.0



Transit Services

The delivers a public transportation system including on-street operations, administration and service planning of accessible conventional transit services and Lift+ specialized door-to-door transit services for persons with disabilities who may not be able to utilize the City’s conventional transit system. The introduction of a new ‘On Demand’ software, service delivery model and the electrification of the transit fleet are key priorities. Transit Services also oversees the planning and maintenance of bus stop and terminal infrastructure.



Project Category: Facilities

The plan seeks to advance the Transit Electrification Plan through Phase 1 planning, design and construction of supporting infrastructure to accommodate battery charging/electric vehicles. This includes transit lube hoist replacement, switch gear replacements, electrification, and facility expansion.

The plan also includes the construction of a driveway to connect the maintenance facility to High Street to provide a secondary access for transit fleet to exit the facility. Currently there is only one access point, onto a four-lane heavy traffic road which causes delays to schedules. Creating a secondary access will increase Operator safety by providing an off-street location to circle-check buses and a safer route heading north when exiting the facility. This access will also improve on-time performance and customer service.

Benefits of Funding: Supports the Transit Electrification Plan which has a positive impact on public health and the environment. Funding the secondary access supports health and safety and will reduce service delays.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-ENG-0001-CS-014	Transit Facility	1,215.0	-	815.0	400.0	-
IOT-ENG-0028-CS-002	Transit Facility Modifications	4,703.4	1,254.4	-	3,449.0	-
COM-TRN-0001-CT-005	Secondary Access to Maintenance Facility	200.0	-	53.3	146.7	-
	Total	6,118.4	1,254.4	868.3	3,995.7	-

Funding	Description	Amount (\$000)
Reserve Fund	Renew Thunder Bay Reserve Fund	1,254.4
Grant	Investing in Canada Infrastructure Program	3,995.7

Project Category: Fleet

The plan includes the replacement of diesel-powered conventional transit vehicles with electric buses.

Benefits of Funding: Supports the Transit Electrification Plan which has a positive impact on public health and the environment. The City’s fleet remain safe and reliable and reduces maintenance costs on vehicles and equipment that have exceeded their useful life.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-FFE-0007-FL-007	Transit Fleet Replacement	5,994.0	-	746.2	5,247.8	-

Funding	Description	Amount (\$000)
Grant	Investing in Canada Infrastructure Program	4,452.8
Grant	Provincial Gas Tax	795.0
	Total Grants	5,247.8

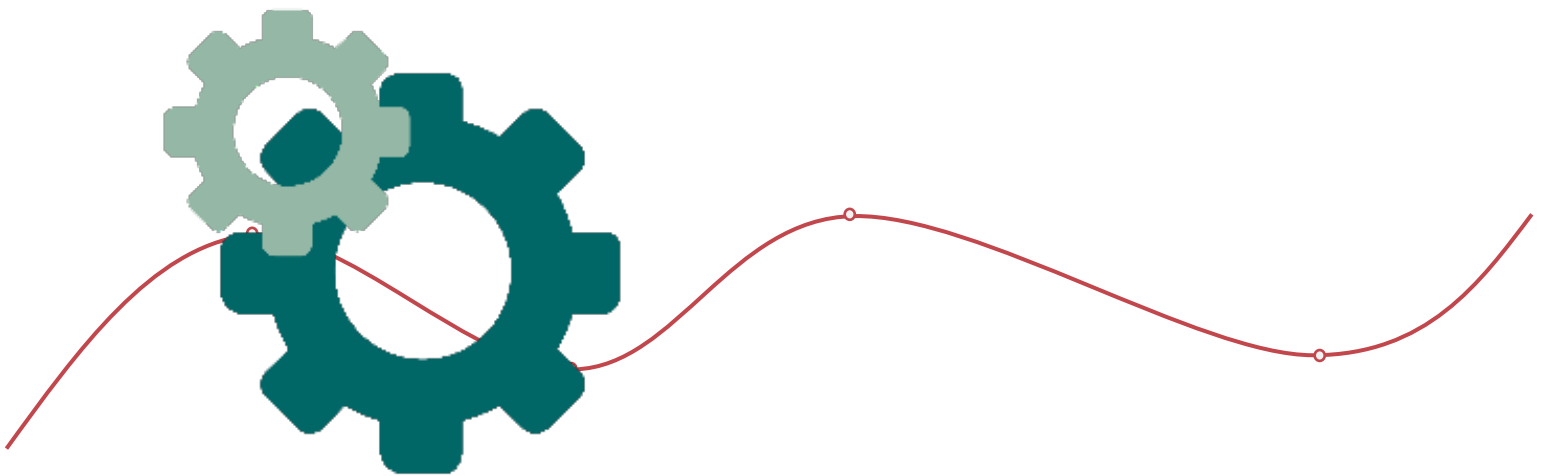
Project Category: Technology

The plan includes a contribution towards the On-Demand Mobility Management Software that was previously approved. The 2024 Capital Budget included \$315,000. Adding the 2025 request would fund the full implementation and first 3-year term of the project.

Benefits of Funding: Supports an enhanced customer experience and enables online-self serve options when requesting and managing on-demand trips. It also supports the Transforming Transit project, which requires the implementation of On-Demand services.

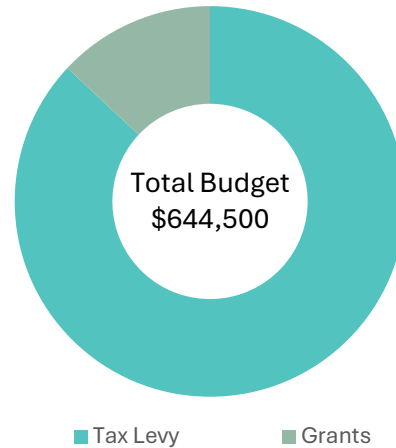
Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-TRN-0001-CT-004	On-Demand Mobility Management Software	57.0	-	57.0	-	-

SOCIAL AND HEALTH SERVICES



Long-Term Care – Pioneer Ridge

Pioneer Ridge is a 150-bed long-term care facility operated by the City, that provides each resident with quality services and programs. Administration strives to maintain each person's individuality and encourage independence through quality nursing care, life enrichment programs, balanced nutrition, and social and spiritual opportunities.



Project Category: Facilities

The plan includes re-paving portions of the parking lot and residential pathways, facility renewal and enhancements to support the creation of a more ‘home-like’ environment and improve infection prevention and control to meet the requirements of the Ministry of Health and Long-Term Care (MOHLTC), the standards and recommendations from the Long-Term Care Commissioners report, and recommendations from the Program and Services Review.

Benefits of Funding: Supports resident needs, health and safety, and achieving MOHLTC standards.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-HOM-0005-NU	Paved Surface Restoration	125.5	-	125.5	-	-
COM-HOM-0014-NU	Outside Buildings	10.0	-	10.0	-	-
COM-HOM-0019-NU	Structural Compliance	100.0	-	100.0	-	-
COM-HOM-0021-NU	Minor Capital	84.0	-	-	84.0	-
	Total	319.5	-	235.5	84.0	-

Funding	Description	Amount (\$000)
Grant	Infection Prevention and Control (Provincial Grant)	84.0

Project Category: Equipment

The plan includes cyclical replacement of resident, medical, and personal care equipment, food services, and other cleaning equipment necessary for operations.

Benefits of Funding: Support resident needs, health and safety, and MOHLTC standards.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-HOM-0001-NU	Resident Lifts	30.0	-	30.0	-	-
COM-HOM-0002-NU	Electric Beds	50.0	-	50.0	-	-
COM-HOM-0003-NU	Environmental Equipment Replacement	50.0	-	50.0	-	-
COM-HOM-0006-NU	Kitchen Equipment	65.0	-	65.0	-	-
COM-HOM-0011-NU	Bathing Equipment	40.0	-	40.0	-	-
COM-HOM-0017-NU	Resident Care Equipment	55.0	-	55.0	-	-
	Total	290.0	-	290.0	-	-

Project Category: Technology

The plan includes enhancements for the electronic financial and health records program and to increase the ability to provide virtual conferences and meetings.

Benefits of Funding: Support more efficient systems.

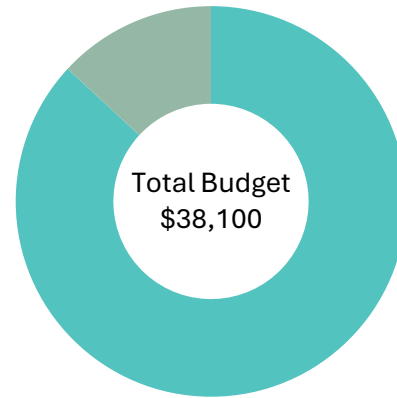
Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-HOM-0007-NU	Technological Advancements	35.0	-	35.0	-	-

Child Care

The City operates four licensed childcare centres that provide safe and nurturing environments:

- Algoma Child Care Centre
- Grace Remus Child Care Centre
- Ogden Child Care Centre
- Woodcrest Child Care Centre

Centres promote a balance of stimulation and relaxation that provide the basis for children's learning, development, health, and well-being.



■ Tax Levy ■ Grants

Project Category: Equipment

The plan includes renewal and maintenance of the playground equipment and grounds at Woodcrest and Algoma Child Care Centres. These projects are necessary to maintain the functionality and safety of these structures as well as adherence to the standards in the Child Care and Early Years Act (2014) and playground safety standards. The Algoma playground project is a multi-year \$87,000 renewal project to be completed in 2025.

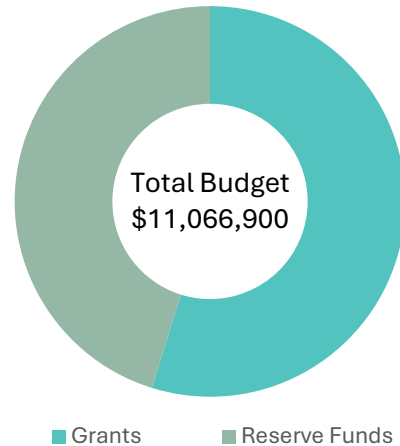
Benefits of Funding: Ensures compliance with legislated license requirements, safety requirements and quality assurance criteria established by The District of Thunder Bay Social Services Administration Board and supports continued strong enrollment.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-CEN-0008-CS-001	Playground Renewal – Woodcrest	9.1	-	4.1	5.0	-
COM-CEN-0008-CS-002	Playground Renewal – Algoma	29.0	-	29.0	-	-
	Total	38.1	-	33.1	5.0	-

Funding	Description	Amount (\$000)
Grant	Other Grants	5.0

Housing

The City plays an important role in addressing the community’s needs for safe, affordable and accessible homes. By allocating resources to housing initiatives, the City can support construction, maintenance and improvement of housing stock to meet the demands of a growing population.



Project Category: Facilities

The plan includes the construction of a temporary village to provide shelter to the unhoused population.

Benefits of Funding: The Financing strategy for the temporary village is approved by City Council pending site selection.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
CMO-CSS-0015-ST-001	Temporary Village	5,000.0	5,000.0	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Renew Thunder Bay Reserve Fund	5,000.0

Project Category: Program

The plan includes the delivery of initiatives under the City Council-approved Housing Accelerator Fund (HAF) Action Plan to increase new housing supply options and advance growth in the City. The goal is to reach a total of 1,691 new permitted homes by February 2027.

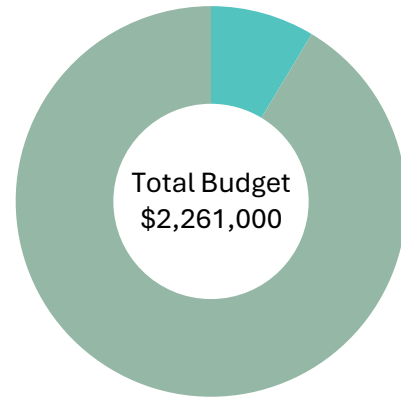
Benefits of Funding: Continued momentum of housing growth, and ensures the City is compliant with the contribution agreement.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-DEV-0021-PL-002	Housing Initiatives	6,066.9	-	-	6,066.9	-

Funding	Description	Amount (\$000)
Grant	Housing Accelerator Fund	5,196.0
Grant	Building Faster Fund	870.9
	Total Grants	6,066.9

Superior North EMS

Superior North Emergency Medical Services (SNEMS) delivers innovative and patient centred emergency medical and healthcare services to the City and District of Thunder Bay. Superior North EMS provides emergency medical response to 911 calls, where paramedics assess, treat, and transport patients to hospitals for further medical care. Superior North EMS also provides emergent medical transportation services, usually between medical facilities and airports.



■ Tax Levy ■ Reserve Funds

Project Category: Facilities

The plan includes completion of the Building Automation System upgrade for the EMS headquarters which began in 2024. Although it is not at end of life, the system is malfunctioning, and the original system manufacturer no longer exists to provide support.

Benefits of Funding: Supports long-term sustainability of the assets, safety and compliance. Upgrading the Building Automation System will result in operational savings.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-ENG-0001-CS-017	Superior North EMS Facilities (CTB)	195.0	-	195.0	-	-

Project Category: Fleet

The plan includes replacement of five ambulances which have reached their useful life expectancy. The average useful life of an ambulance is eight years. Over recent years, increased manufacturing costs have hindered the ability to maintain the fleet. Industry supply chain delays are resulting in expected delivery times for ambulances more than 18 months.

Benefits of Funding: The City's fleet remain safe and reliable and reduces maintenance costs on vehicles and equipment that have exceeded their useful life.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COR-EMS-0002-EM	Ambulance Replacement (5)	1,691.0	1,691.0	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Superior North EMS (SNEMS) Capital Reserve Fund	1,691.0

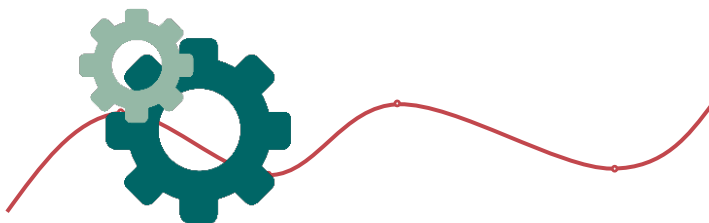
Project Category: Equipment

The plan includes computer equipment to maintain the SNEMS electronic Ambulance Call Report (ACR) system. This system maintains a record of all call activity for the service and is a mandatory component of quality assurance and service review programs. Support for the current hardware will end in June of 2025. The plan also includes upgrades to the current fleet of stretchers. The upgrade will ensure consistency of equipment throughout the service system.

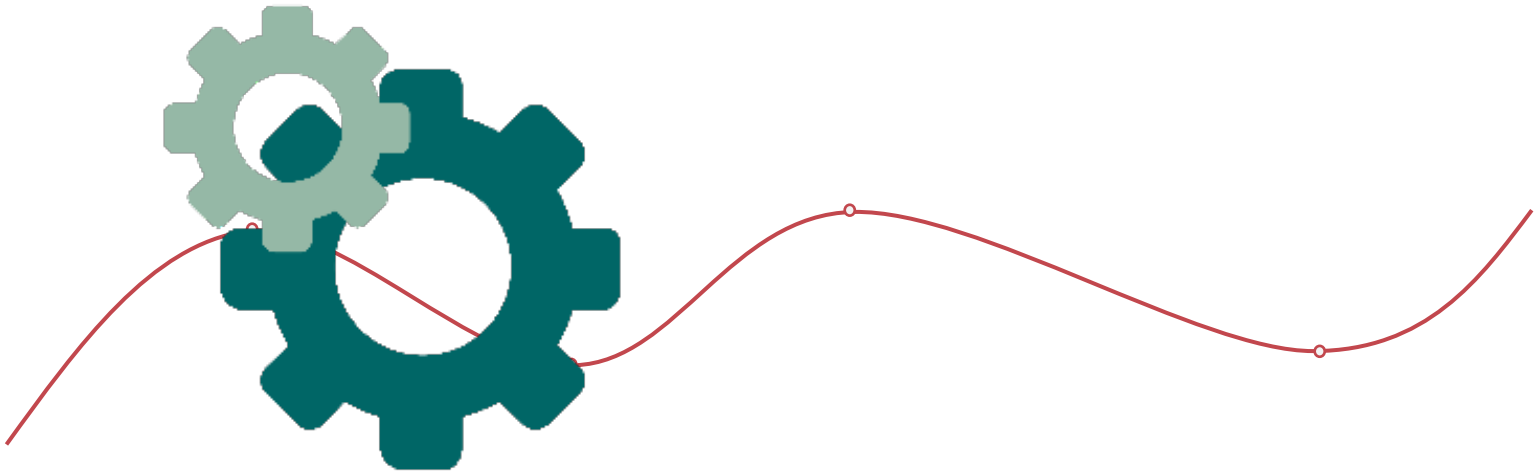
Benefits of Funding: Funding the ACR project enables SNEMS and outside agencies, such as the Regional Hospitals, to be able to access important patient information. It also supports SNEMS certification through the Ministry of Health and Long-Term Care. The stretcher upgrade supports improved safety for staff and patients as the size of the stretcher and the securing apparatus have been improved.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COR-EMS-0003-EM	Ambulance Call Report System	215.0	215.0	-	-	-
COR-EMS-0004-EM	Stretcher Upgrade	160.0	160.0	-	-	-
	Total	375.0	375.0	-	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Superior North EMS (SNEMS) Capital Reserve Fund	375.0



CORPORATE INITIATIVES AND OPERATIONAL SUPPORT

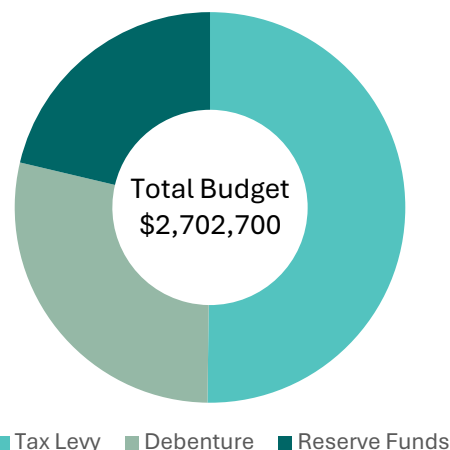


Municipal Offices and Facilities

The City of Thunder Bay owns and operates municipal offices and facilities throughout the City.

Project Category: Facilities

The plan includes additional contribution towards the Harry Kirk Archives and Records Centre expansion. A 4,200 square foot addition to the building has been designed to hold approximately 40-45 years of archival accessions. The 2024 Capital Budget included \$3,350,000 towards this project; however additional funds are needed based on cost estimates. The plan also includes work at the Whalen Building and unplanned major component repairs at corporate facilities. Also, renovations are planned at the Development Services Office to create a more business-friendly, professional environment. The plan includes an allowance for major emergency facility-related equipment failure and energy efficiency opportunities.



Benefits of Funding: Funding the Archives Facility expansion supports continued preservation of corporate history as the vaults for storing permanent archival records are nearing full capacity. Funding renewal projects for corporate facilities supports long-term sustainability of the assets, safety and compliance, and in many cases improves energy efficiency.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
CMO-CLK-0006-AR	Addition to Archives Facility	1,385.0	-	615.0	-	770.0
IOT-ENG-0001-CS-001	Corporate Facilities	273.5	-	273.5	-	-
IOT-ENG-0003-CS-001	Whalen Building	286.5	286.5	-	-	-
COM-FFE-0004-FA-002	Unplanned Major Component Repair	175.0	-	175.0	-	-
IOT-GMO-0001-AD-001	Development Services Office Renovation	115.0	-	115.0	-	-
	Total	2,235.0	286.5	1,178.5	-	770.0

Funding	Description	Amount (\$000)
Reserve Fund	Whalen Building Capital Reserve Fund	286.5
Debt	Debenture (Tax-Supported)	770.0

Project Category: Equipment

The plan includes renewal of broadcasting equipment in Council Chambers. The system, with exception of the speakers, was upgraded in 2020 and some components have reached, or are reaching, end of life. This project will allow more components reaching their end of life to be replaced or an opportunity to have back up components in place. The plan also allocates funds to internet perimeter security assessments and remediation, replacement of remote site file servers and UPS equipment and cyclical network switch replacements. As well, the plan includes renewal of security equipment, equipment to support energy efficiency, and lighting upgrades throughout municipally owned facilities as needed. Security equipment upgrades and replacements are planned in cyclical 5-10yr replacements or as equipment becomes obsolete.

Benefits of Funding: Funding the broadcasting equipment project ensures quality and reliability of broadcasted meetings from Council Chambers. Funding the computer network and software infrastructure ensures technology remains current and protects the confidentiality, integrity and availability of the City's information assets.

The threat landscape is ever-changing, and steps must be taken to protect the network from serious vulnerabilities that may leave the Corporation at risk and could result in unauthorized access to the network, systems and data.

Funding the upgrade and replacement of security systems supports compliance with the Municipal Freedom of Information and Protection of Privacy Act for handling and storage of records and reduces vulnerability to threats, unauthorized access, patron safety, vandalism and theft and will enable the City to provide video evidence for police.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
CMO-CLK-0006-CL	Broadcasting Equipment	60.0	-	60.0	-	-
COR-CIT-0010-IT	Network & Software Infrastructure	244.2	244.2	-	-	-
COM-FFE-0004-FA-005	Security Equipment Upgrade and Replacement	30.0	-	30.0	-	-
COM-FFE-0004-FA-003	Energy Efficiency	20.0	-	20.0	-	-
IOT-ENG-0018-CS-003	Lighting Upgrades	25.0	-	25.0	-	-
IOT-CEN-0001-CS-003	Dispatch Equipment	10.0	-	10.0	-	-
	Total	389.2	244.2	145.0	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Corporate Information Technology (CIT) Reserve Fund	244.2

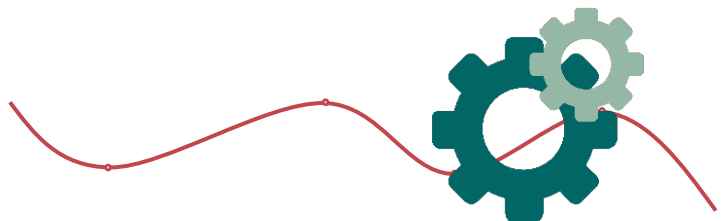
Project Category: Professional Fees, Plans and Studies

The plan includes net-zero audits which will continue to assess and determine energy-saving opportunities, with a focus on readiness and potential for net-zero feasibility for equipment/facility consumption and operational performance. The plan also includes arc flash / single line diagrams and environmental assessments in accordance with provincial legislation.

Benefits of Funding: Continued investment in energy management programs enables a systematic approach to managing corporate energy savings within various City-owned facilities. Proceeding with the required studies ensures compliance with provincial legislation.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-ENG-0018-CS-001	Net-Zero Integration Audits	45.0	45.0	-	-	-
COM-FFE-0004-FA-001	Arc Flash / Single Line Diagrams	15.0	-	15	-	-
COM-FFE-0004-FA-004	Environmental Assessments	18.5	-	18.5	-	-
	Total	78.5	45.0	33.5	-	-

Funding	Description	Amount (\$000)
Reserve Fund	Corporate Energy Innovation Reserve Fund	45.0

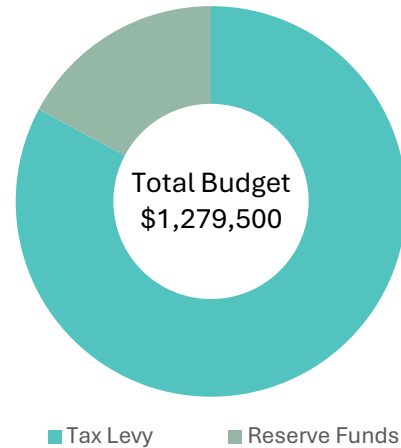


Initiatives and Support

The City of Thunder Bay has approved various plans and initiatives to drive growth, improve efficiency, and achieve specific business objectives.

Project Category: Technology

The Corporate Digital Strategy has identified various digital transformation opportunities to improve service delivery and related internal business processes. The plan includes the continued rollout of a digital staff-scheduling and time-reporting solution, accounts payable digitization, and digital transformation of Realty Services and Planning Services processes.



Benefits of Funding: Support service delivery and process improvements as well as potential cost savings and improved customer and employee satisfaction.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COR-CIT-0009-IT	Digital Strategy	783.5	-	783.5	-	-

Project Category: Program

The Strategic Core Area Community Improvement Program (CIP) supports the upgrading of buildings in the City’s Strategic Core Areas (North Core, South Core and the Westfort Business Area) through grants with the objective of bolstering current incentives and accelerating housing and growth.

The plan also includes a contribution towards the Clean, Green and Beautiful (CGB) program. The CGB program provides civic leadership to move forward on initiatives to improve the City's appearance, and the Solid Waste Management Strategy.

Benefits of Funding: Supports growth and vibrancy in the community.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-DEV-0021-PL-001	Strategic Core CIP	100.0	-	100.0	-	-
GEN-CGB-0001-IR	CGB Initiatives	220.0	220.0	-	-	-
	Total	320.0	220.0	100.0	-	-

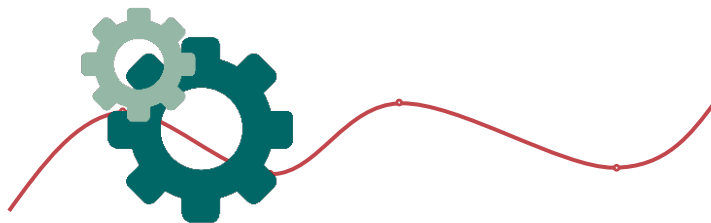
Funding	Description	Amount (\$000)
External Funding	Clean, Green and Beautiful Reserve Fund	220.0

Project Category: Professional Fees, Plans and Studies

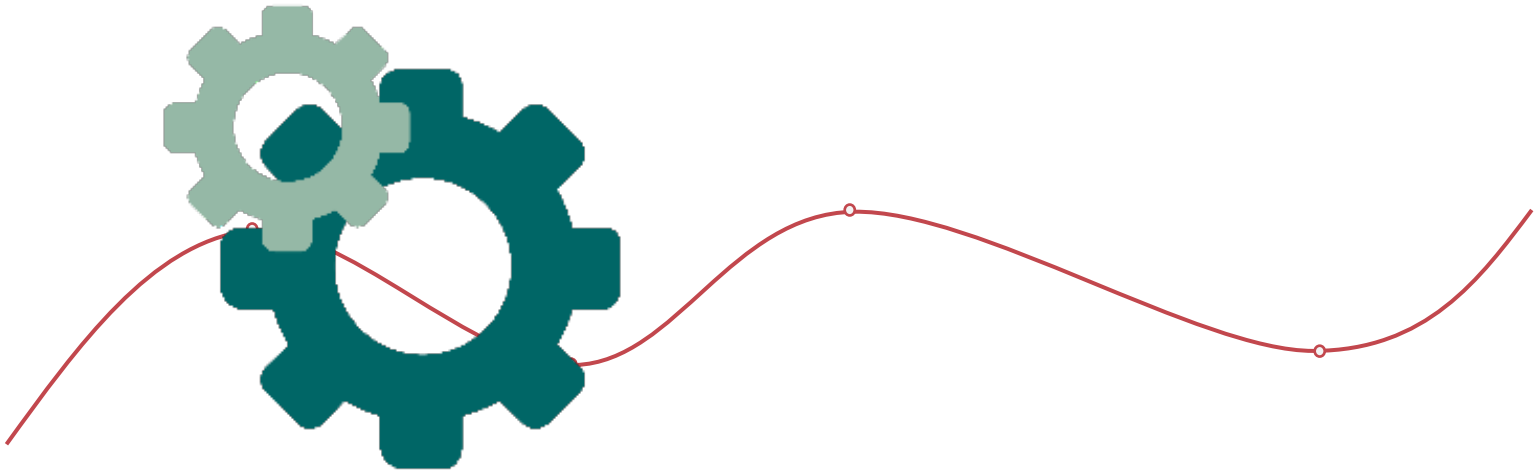
The plan includes funds to undertake planning initiatives where internal resources are not sufficient or additional expertise is required, and to recapture and maintain high quality aerial photography, LiDAR (3D mapping) and topographic mapping assets. Capital funds will be used to complete, supplement or implement ongoing Planning Studies and initiatives such as work related to housing, growth, and industrial initiatives and requirements of changing Planning legislation.

Benefits of Funding: Enables compliance with legislation, creates development opportunities, and supports growth. Funding the mapping project ensures mapping resources are kept current which supports planning and operational requirements.

Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-DEV-0020-PL-001	Aerial Photography	65.0	-	65.0	-	-
IOT-DEV-0020-PL-001	Northern Ontario Orthophotography	11.0	-	11.0	-	-
IOT-DEV-0020-PL-001	Planning Studies	100.0	-	100.0	-	-
	Total	176.0	-	176.0	-	-



CAPITAL OUTLOOK



Outer Year Capital Forecast

The City has developed a long-term capital forecast to guide future planning and investment decisions. This forecast provides insight into anticipated capital needs, financial resources, and infrastructure priorities over the coming years. The tables below show the preliminary capital plans for 2025-2027 by Division/Section (2025: \$161,808,500 | 2026: \$114,885,500 | 2027: \$117,656,000):

Development Services

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Aerial Photography	65.0	65.0	65.0
Planning Studies	100.0	150.0	150.0
Northern Ontario Orthophotography	11.0	11.0	6.5
Strategic Core Community Improvement Plan	100.0	100.0	100.0
Housing Initiatives	6,066.9	5,196.0	5,196.0
Asset Maintenance and Replacement	115.0	-	-
Total	6,457.9	5,522.0	5,517.5

Strategic Initiatives and Engagement

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
City Website Renewal	-	50.0	-
Digital Dashboard	-	27.8	-
Temporary Village	5,000.0	-	-
Clean, Green, and Beautiful Initiatives	220.0	220.0	220.0
Total	5,220.0	297.8	220.0

Transit Services

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Back Access to Memorial for Transit	200.0	-	-
Bus Shelter Replacement	-	45.8	30.0
Accessible Stop Improvements	-	70.0	91.6
On Demand Mobility Management Software	57.0	-	-
Total	257.0	115.8	121.6

Child Care Centres

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Child Care Equipment and Infrastructure	9.1	20.8	20.0
Playground Renewal	29.0	19.0	16.5
Total	38.1	39.8	36.5

Recreation and Culture

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Recreation Master Plan - CGC Recreation Hub	-	1,200.0	20,000.0
Recreation Master Plan - Delaney Arena	-	-	200.0
Community Centre Sign Replacement	-	-	100.0
Equipment and Infrastructure			
55 + Centre Infrastructure and Equipment Renewal	-	10.0	10.0
Aquatics and Wellness Equipment Renewal	20.0	20.0	20.0
Community Centre Infrastructure and Equipment	10.0	10.0	10.0
Public Art - Maintenance and Minor Projects	40.0	50.0	10.0
FWG Event Curtains	-	18.5	-
55 + Fence Repair	30.0	-	-
PA Stadium Maintenance & Renewal	36.0	-	-
FWS Bleacher Replacement	-	165.0	-
Stage Equipment	-	100.0	-
Total	136.0	1,573.5	20,350.0

Facilities Services

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Arc Flash / Single Line Diagrams	15.0	15.0	15.0
Major Component Repair	175.0	175.0	175.0
Energy Efficiency	20.0	40.0	40.0
Environmental Assessments	18.5	20.0	20.0
Security Equipment Upgrade and Replacement	30.0	30.0	30.0
CGC/Aquatics Capital Program	140.0	140.0	140.0
Arenas Capital Program	200.0	208.4	239.8
Total	598.5	628.4	659.8

Fleet Services

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Infrastructure and Operations - Roads and Parks	2,984.7	3,470.9	2,354.0
General Fleet Replacement and Refurbishing	-	121.0	80.0
Transit Fleet Replacement	5,994.0	7,237.0	6,985.1
Total	8,978.7	10,828.9	9,419.0

Long-Term Care and Senior Services

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Resident Lifts	30.0	15.0	15.0
Electric Beds	50.0	50.0	50.0
Environmental Equipment Replacement	50.0	20.0	50.0
Tub/Lift Replacement (Jasper)	-	-	25.0
Facility Renewal	-	408.5	395.2
Kitchen Equipment	65.0	50.0	50.0
Technology Advancements	35.0	20.0	20.0
Bathing Equipment	40.0	40.0	40.0
Paved Surface Restoration	125.5	100.0	100.0
Outside Buildings	10.0	-	-
Resident Care Equipment	55.0	30.0	30.0
Structural Compliance	100.0	100.0	100.0
Minor Capital Projects	84.0	85.0	85.0
Total	644.5	918.5	960.2

Superior North EMS

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Vehicle & Equipment Replacement	1,691.0	1,485.7	1,461.3
Computer Equipment	215.0	-	-
Stretcher Upgrade	160.0	-	-
Total	2,066.0	1,485.7	1,461.3

Engineering

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Property Acquisition for Projects, Subdivision oversizing, Legal Fees, and Surveys	100.0	250.0	150.0
Engineering Traffic Studies	50.0	50.0	50.0
Pre-Engineering Field Services	15.0	15.0	15.0
Active Transportation	150.0	150.0	150.0
Property Acquisition - NW Arterial	-	50.0	50.0
Boulevard Operating Studies/Approvals	83.3	-	-
Environmental Assessments	-	150.0	150.0
Public Education	10.0	10.0	10.0
Storm CLI ECA	125.0	250.0	250.0
Bay St - Water to Algoma -Traffic Study	50.0	-	-
Total	583.3	925.0	825.0

Capital Facility Construction

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Corporate Facilities	273.5	352.0	280.7
Operational Facilities	-	997.0	75.0
Tourism Facilities	50.0	100.0	-
Arena & Stadia Facilities	6,853.4	322.5	2,178.7
Aquatics Facilities	-	68.2	-
Community Centre Facilities	18.6	580.0	65.0
Fire Hall Facilities	27.8	325.6	231.4
Parks Facilities	464.2	211.8	10.0
Canada Games Complex	75.0	75.0	949.0
Transit Facilities	1,215.0	860.0	250.0
Superior North EMS	195.0	-	-
Older Adult Centre	-	127.0	-
Indoor Turf	32,025.0	10,675.0	-
Whalen Building Capital Upgrades	286.5	950.0	560.0
Mapleward Solid Waste Facility	65.0	-	-
Net-Zero Integration Audits	45.0	45.0	45.0
Lighting Upgrades	25.0	30.0	35.0
Transit Facility Modifications	4,703.4	6,649.6	-
Total	46,322.4	22,368.7	4,679.8

Environment

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Trunk Ditching Rural Wards	130.0	130.0	130.0
Rehabilitation/Replacement Unspecified	-	-	200.0
Storm Sewer Inspections	200.0	200.0	200.0
Residential Drainage Assistance Program	100.0	125.0	125.0
Outfall Repairs	100.0	25.0	25.0
Storm Sewer Infrastructure - Intercity Priorities	860.2	620.0	-
Low Impact Development Stormwater Facilities	450.0	450.0	450.0
Agnes - Shuniah to McVickar Creek	-	550.0	-
Storm Sewer Lining	-	1,600.0	-
Theresa - Madeline to Bruce/Grandview Yard Storm	80.0	-	-
Excess Soil Regulatory Requirements	20.0	20.0	-
Andrew Street - Mid-Block to McBean	-	-	100.0
McBean St - Oliver to Andrew	-	700.0	-
Rockwood Ave - U/G Storage	-	400.0	-
Local Rural Drainage Improvements	190.9	300.0	300.0
Local Urban Drainage Improvements	150.0	150.0	150.0
Pacer Place	-	-	150.0
Lacewood Dr - Nova to 20th Sideroad	-	150.0	-
Murphy and Martin	-	-	100.0
Sherwood Drive – Drainage	-	-	150.0
MacDonell St - Squier to Central	166.7	-	-
Margaret St Culvert	240.0	-	-
Victor St Erosion/Drainage Improvement	425.0	-	-
Interocean-Central Ave and North	1,781.3	-	-
Total	4,894.1	5,420.0	2,080.0

Solid Waste and Diversion

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Solid Waste Management Strategy Initiatives	82.4	-	85.6
Organics Program	1,052.0	760.0	180.0
Solid Waste Master Plan Review	-	-	79.4
Auto-Cart Program	180.0	900.0	210.0
Hazardous Waste Facility Upgrades	75.0	-	50.0
Fleet Expansion (Auto-cart / Organics Program)	200.0	-	-
Total	1,589.4	1,660.0	605.0

Parks and Open Spaces

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Parks Renewal Program			
Lighting and Electrical Upgrading	460.0	200.0	200.0
Parks Upgrades and Maintenance	90.0	100.0	100.0
Amusement Rides	50.0	50.0	50.0
Playground Equipment & Structures	-	-	600.0
Parks Asset Data Maintenance	20.0	20.0	20.0
Parking Lots and Access Roads	-	-	550.0
Emergent Infrastructure Renewal	100.0	100.0	100.0
Historical Artifact Maintenance	250.0	200.0	50.0
Festival Area Renewal	2,010.5	1,683.4	500.0
Carousel Enclosure	2,084.9	-	-
Subtotal	5,065.4	2,353.4	2,170.0
Sports Fields			
Baseball Diamonds	70.0	70.0	70.0
Tennis & Pickleball Courts	25.0	25.0	25.0
Soccer Fields	30.0	30.0	30.0
Bleacher Seat & Bench Replacement	20.0	20.0	20.0
Subtotal	145.0	145.0	145.0
Recreation Trails			
Trail Reconstruction	42.9	39.5	339.5
Festival Area Renewal Trails	-	300.0	-
Subtotal	42.9	339.5	339.5
Maintenance Equipment			
Festival Area Renewal Trails	-	300.0	-
Small Equipment	130.0	130.0	130.0
Water Truck	230.0	-	-
Subtotal	360.0	130.0	130.0
Urban Forest Program			
Urban Forest Stewardship	110.0	110.0	110.0
Tree Planting Program	120.0	120.0	120.0
EAB Response	400.0	400.0	400.0
Subtotal	630.0	630.0	630.0
Golf Courses			
Equipment Replacement and Renewal	95.0	95.0	95.0
Grounds Rehabilitation Program	30.0	30.0	30.0
Subtotal	125.0	125.0	125.0
Total	6,368.3	3,722.9	3,539.5

Roads

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Bridges and Culverts			
Detailed Visual Bridge Inspection	-	125.0	-
Culvert Replacement Program	100.0	100.0	100.0
Pedestrian Bridge Rehabilitation / Replacement	850.0	-	-
Madeline Culvert Headwall	-	80.0	-
Pacific Ave - Bridge Design	125.0	-	-
William St - Bridge Design	-	100.0	-
Black Bay - Bridge Design	175.0	-	-
Cumberland St - Structural Evaluation	50.0	-	-
Structural Culvert Replacement	1,000.0	-	1,000.0
Pacific Ave Bridge Reconstruction	-	5,800.0	-
Harbour Exp Trail Bridge Over McIntyre - Design	-	-	281.2
Harbour Exp Trail Girder Bridge over Lyon's Channel	-	-	400.0
Oliver Rd Over McIntyre River Ped Bridge -Design	281.2	-	-
Oliver Rd Over McIntyre River Ped Bridge	-	1,499.8	-
Central at Lyon's Channel Ped Bridge & Trail - Tungsten to Alloy	1,499.8	-	-
William St Bridge Construction	-	-	3,600.0
Subtotal	4,081.0	7,704.8	5,381.2
Traffic Signals			
Controller Upgrading Program	110.0	110.0	110.0
Detection Program	80.0	80.0	80.0
Audible Pedestrian Signals	25.0	25.0	25.0
Signal Upgrading Program	20.0	20.0	20.0
Pedestrian Crossovers	-	400.0	400.0
Intersection Partial Rebuilds	75.0	75.0	75.0
Traffic Calming	50.0	150.0	-
Traffic Signal Removal	25.0	25.0	25.0
Traffic Signal Communications	500.0	-	-
Red River Rd @ McDonalds MPS	243.7	-	-
Arthur St W @ Leland Ave S MPS	187.5	-	-
Golf Links Rd @ Fort Willam Clinic MPS	187.5	-	-
Golf Links Rd @ Medical Clinic MPS	187.5	-	-
Hodder Ave @ Lillian St PXO	112.5	-	-
Burwood Rd @ Oliver Rd	100.0	-	-
Subtotal	1,903.7	885.0	735.0
Local Improvements			
Unspecified Local Improvements	713.6	50.0	50.0

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Pavement Rehabilitation			
Asphalt - Miscellaneous Patching	500.0	521.9	550.0
Guide Rails / Retaining Walls	50.0	50.0	50.0
Pavement Rehabilitation Forecasting	-	-	447.1
Surface and Crack Sealing	275.0	275.0	275.0
Asphalt - Pavement Management	375.0	200.0	200.0
Railway Crossing Improvements	200.0	200.0	200.0
Asphalt - Enhanced Pavement Management	185.0	185.0	185.0
Enhanced Residential Road Work	750.0	750.0	750.0
Water St - Cumberland to Bay	-	1,295.0	-
106th Ave - 108th to Island	-	-	650.0
Cumberland St - Tupper to McVicar Creek	600.0	-	-
Theresa St - Madeline to Bruce	400.0	-	-
Hot-In-Place Asphalt Recycling	1,000.0	1,000.0	1,000.0
Mountdale - Walsh to Arthur	-	-	475.0
River Street - Algoma to High	-	-	950.0
Memorial Avenue - 2nd to Ontario	-	950.0	-
Sherwood Dr - Valley to Dawson	-	-	650.0
Falconcrest Dr - Hawkrigde to 20th Sideroad	-	-	1,500.0
Roundabout - Marina Overpass/Cumberland	1,500.0	-	-
Arthur St - Hwy 61 to Parkdale	1,250.0	-	-
John St Rd - Community Hall to Lawrence	-	500.0	-
Mountain Rd - Hwy 61 to Tuxedo	-	-	500.0
Leith - May to Simpson	500.0	-	-
Leith - May to Archibald	140.0	-	-
Brock St - Brown to Heath	-	150.0	-
Finlayson - May to Simpson	-	250.0	-
Maple Avenue	-	-	725.0
Madeline - River St to Crescent Ave	-	600.0	-
John St Rd - Lawrence to Mapleward	-	-	600.0
Surface Treatment	225.0	225.0	225.0
Balmoral - Cameron to Victoria	-	-	2,000.0
Golf Links Rd - Willam to Fanshaw	-	800.0	-
Arthur St - Vickers to Brodie	-	800.0	-
Arthur St - Selkirk to Vickers	-	1,000.0	-
Waterford St - Carrick To Dunlop	-	-	400.0
MacDonell St - Squier to Central	250.0	-	-
Red River Rd - High St to Hodge	-	-	950.0
Red River Rd – Hodge to Clarkson	-	-	950.0
Carrick St - Waterford to Dunlop	-	-	300.0
Lacewood Dr - 20th Sideroad to Nova Dr	-	400.0	-
Brown St - Frederica to Gore	-	150.0	-
Subtotal	8,200.0	10,301.9	14,532.1

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Road Network Improvements			
Victoria Ave Reconstruction	6,000.0	-	-
NW Arterial Design	500.0	-	-
Empire Ave - Brown to 100m west	535.0	-	-
Burwood Extension Phase II	720.9	-	-
Central Ave – Water Fill Station to Baseball Central	500.0	-	-
Subtotal	8,255.9	-	-
Rural Roads			
Rural Roads Granular Upgrades	125.0	125.0	275.0
Streetlighting			
Underground Upgrade Program	40.0	40.0	40.0
System Upgrading Program	130.0	130.0	130.0
Pole Replacement Program	80.0	80.0	80.0
Underground Duct Replacement for Sidewalk/Rds	100.0	100.0	100.0
Synergy Permitting Costs	5.0	5.0	5.0
Fault Repairs	20.0	20.0	20.0
Memorial - Second to Ontario	-	-	30.0
Brodie St - Miles to Donald	-	45.0	-
Victoria Ave - Archibald to McKellar	-	45.0	-
Maple Avenue	-	45.0	-
Brock St - Brown to Heath	-	60.0	-
Marlborough St	35.0	-	-
County Blvd	-	50.0	-
Luci Court - Isabella to Moodie (Duct)	50.0	-	-
Algonquin Ave S	-	-	70.0
Chapples Drive Loop Underground	500.0	-	-
Leith St - May to Simpson	50.0	-	-
Simpson St - Dease to Victoria	275.0	-	-
Subtotal	1,285.0	620.0	475.0
Other			
Winter Material Storage	125.0	-	1,500.0
Weather Station	25.0	-	-
Sidewalk Tractor and Plow Truck	263.0	-	-
Subtotal	413.0	-	1,500.0

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Sidewalk Replacement			
Sidewalk Rehab Alternatives	100.0	100.0	100.0
Accessibility Sidewalk Ramp - South	35.0	35.0	35.0
Accessibility Sidewalk Ramp - North	35.0	35.0	35.0
Perth Cres - County Blvd to East Ave E/S	180.0	-	-
Sidewalk Removals	25.0	-	-
Leith - May to Simpson	125.0	-	-
Leith - May to Archibald	80.0	-	-
Brock St - Brown to Heath	-	125.0	-
Finlayson - May to Simpson	-	210.0	-
County Blvd - Perth Cr to East Ave - B/S	-	255.0	-
Begin St W - Brown St to Edward St S - S/S	100.0	-	-
Moodie St E - Ford St S to Edward St S - N/S	205.0	-	-
Marlborough St - Beresford St to Bay St - E/S	105.0	-	-
Algoma St N - Red River Rd to Camelot St - W/S	-	110.0	-
Luci Court - Isabella to Moodie	80.0	-	-
Mary St E - Sprague St to Syndicate Ave S - N/S	-	-	255.0
Whalen St - Hinton Ave to River St - W/S	-	-	295.0
Algonquin Ave S - John St to Windsor St - E/S	-	-	215.0
Churchill Dr W - James St N to Edward St N - S/S	-	380.0	-
Clarkson St - John St to Windsor St E/S	170.0	-	-
Subtotal	1,240.0	1,250.0	935.0
Sidewalks New			
Rockwood Ave - W/S Robinson to Van Norman	-	-	315.0
Dufferin St - S/S High to Rollins	50.0	-	-
Oliver Rd - Keith Jobbit Dr to Balmoral n/s	1,124.9	-	-
Central Ave - Tungsten to Memorial s/s	637.3	-	-
Pacific Ave W - Prince Arthur Blvd to McKenzie s/s	-	281.2	-
Cameron St - Balmoral St S to Vickers St N n/s	-	206.3	-
John St Rd - Moore Ave to Valley St n/s	-	-	862.4
Oliver Rd - Burwood Rd to Golf Links S/S	-	450.0	-
Sibley Dr - Keewatin St to Balmoral St N/S	-	375.0	-
Pacific Ave - Prince Arthur Blvd to McMillan S/S	56.3	-	-
John St Rd - 1265 to 1237 S/S	-	-	88.0
Subtotal	1,868.5	1,312.5	1,265.4
Total	28,085.7	22,249.2	25,148.7

Thunder Bay Fire Rescue

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Personal Protective Equipment	100.0	200.0	75.0
Fire Hose, Nozzles & Appliances	85.0	-	120.0
Snow Blowers/Lawn Mowers/Small Equipment	30.0	-	-
Specialized Rescue Equipment	85.0	-	-
AODA - Station Improvements	30.0	30.0	-
Radio Maintenance	100.0	-	-
Vehicle Replacement	-	-	100.0
Pumper / Rescue	-	800.0	800.0
Aerial Ladder	385.6	500.0	1,000.0
Total	815.6	1,530.0	2,095.0

Central Support

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Concessions Equipment	10.0	-	-
Dispatch Equipment	10.0	-	-
Vending Equipment	10.0	-	-
Total	30.0	-	-

Office of the City Clerk

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Broadcasting Equipment	60.0	-	-
Legislative Compliance – AODA	-	200.0	200.0
Addition to Archives Facility	1,385.0	-	-
Total	1,445.0	200.0	200.0

Corporate Information Technology

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Digital Strategy - Transformation Project(s)	783.5	822.7	863.8
Lifecycle Maintenance Network & Software Infrastructure	244.2	610.6	447.7
Total	1,027.7	1,433.3	1,311.5

Licensing and Enforcement

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Digitization Including Mobile Technology	-	-	55.0

Thunder Bay Police Service

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Emergency Task Unit Equipment	95.4	70.0	89.0
Radio Renewal Project	100.0	450.0	110.0
Next Generation 911 Upgrade	305.0	-	-
Armoury	95.9	91.7	91.7
Soft Body Armour	70.0	60.0	60.0
Furniture Replacement	51.3	67.9	65.9
Investigative Equipment	6.1	3.1	7.2
Computer System Maintenance and Procurement	521.0	438.0	546.4
Police Vehicle Replacement	420.7	616.0	647.5
Cameras - In Car & Body Worn	520.0	545.0	545.0
Training Equipment/Ammunition	337.0	327.0	423.5
Forensics Equipment	21.4	20.6	23.4
Cyber Crime Equipment	17.2	25.5	19.7
Uniform Patrol Equipment	38.5	42.6	55.6
Traffic Management Equipment	51.7	26.2	56.4
Other Police Equipment	7.0	18.7	19.0
CSPA Equipment	263.1	-	-
Total	2,921.3	2,802.3	2,760.3

Thunder Bay Public Library

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Waverley Library Renewal	200.0	200.0	-
Building Maintenance & Repair	400.0	387.7	390.0
Core Public Service Infrastructure	358.0	385.0	385.0
Digital Infrastructure Maintenance	135.0	165.0	165.0
Total	1,093.0	1,137.7	940.0

Parking (Rate-Supported)

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Parking Meters	21.2	21.9	22.5
Waterfront District Parkade Repairs	318.0	90.0	132.0
Victoria Parkade Repairs	1,063.6	1,202.0	1,238.1
Vehicle Replacement	70.0	10.0	-
Waterfront Parkade - Safety & Security Upgrades	475.0	-	-
Victoriaville Parkade - Safety & Security Upgrades	445.0	-	-
Total	2,392.8	1,323.9	1,392.6

Waterworks (Rate-Supported)

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Plants, Pumping Stations and Reservoirs			
Bare Point WTP Process	1,950.8	2,075.3	3,179.0
Bare Point WTP Electrical	40.0	50.0	40.0
Bare Point WTP HVAC	20.0	20.0	20.0
Bare Point WTP Instrumentation	45.0	45.0	55.0
Bare Point WTP Buildings and Grounds	30.0	30.0	30.0
Pumping Stations and Reservoirs Process	22.2	48.2	30.0
Pumping Stations and Reservoirs Electrical	9.0	10.0	-
Pumping Stations and Reservoirs HVAC	-	5.5	-
Pumping Stations and Reservoirs Instrumentation	6.0	-	14.0
Pumping Stations and Reservoirs Building/Grounds	-	15.0	47.0
Bare Point WTP Professional fees	200.0	200.0	200.0
Bare Point WTP Unplanned repairs	200.0	200.0	244.4
Subtotal	2,523.0	2,699.0	3,859.4
Innovations, Programs and Technology			
Program Technology & Equipment	70.0	80.0	80.0
Water Use Innovation Program Efficiency Initiatives	150.0	200.0	200.0
Large Water Meter Replacement Program	100.0	100.0	100.0
Water Fill Stations	150.0	150.0	150.0
Lead Reduction Program	600.0	600.0	600.0
Subtotal	1,070.0	1,130.0	1,130.0
Fleet			
Equipment Replacement and Refurbishing	776.0	559.0	940.0

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Watermain Replacement and Rehabilitation			
Cathodic Protection	100.0	100.0	100.0
Unspecified Watermain Replace / Rehab	498.0	382.0	979.6
Kerr Hydrant Replacement	125.0	125.0	125.0
Looping Program - Water Quality and Flow	205.0	150.0	150.0
Commerce St - Mountdale to Walsh	-	525.0	-
Lead Service Replacement Program	750.0	750.0	750.0
Bare Point Watermain Replacement Phase IV Sheep Ranch Road to Dewe Avenue	-	-	5,000.0
Cleaning and Cement Mortar Lining	2,500.0	2,500.0	3,000.0
Knight St - Dawson to River	-	225.0	-
Luci Crt - Isabella to Moodie	315.0	-	-
Valves and Chambers	250.0	250.0	250.0
Utility Cut Restoration	100.0	100.0	100.0
Sheep Ranch Rail Crossing	-	3,000.0	-
Pineview Bay	-	-	900.0
Dufferin St - Dixon to High	500.0	-	-
Regent St - Van Norman to Red River Rd	-	-	450.0
Second Feed to Zone 2S (Victor to Riverdale)	-	500.0	-
Phillips St - Phillips to Anten	-	-	1,000.0
Phillips St - Phillips to McAuliff	-	730.0	-
Excess Soil Regulatory Requirements	35.0	-	-
Water Street - Cumberland to Bay	-	200.0	-
Juniper Dr	-	-	800.0
Leith St - Simpson to May	850.0	-	-
Brock St - Brown to Heath	-	500.0	-
Cumberland St - Villa to McVicar Creek	500.0	-	-
Mooney Ave - Burbidge to Mooney	-	300.0	-
Finlayson St - Simpson to May	-	750.0	-
High St - River St to Van Norman	1,400.0	-	-
Alder Ave	-	800.0	-
Maple Ave	-	-	800.0
Ambrose St	-	-	350.0
Lincoln St	-	-	350.0
Manitou St	-	-	300.0
Pacific Ave -Prince Arthur Blvd to McMillan	125.0	-	-
Empire Ave - Brown to 100m West	20.0	-	-
Yonge St - James to Kingston	350.0	-	-
Chapples Supply - Under Floodway	120.0	-	-
Walsh to Neebing Looping	250.0	-	-
Dalton Ave to Ray Blvd Looping	80.0	-	-
Terminal St - Sifton to Chilton Looping	150.0	-	-
Simpson St - Dease to Victoria	700.0	-	-
Leith St - May to Archibald	600.0	-	-

Subtotal	10,523.0	11,887.0	15,404.6
Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Network Expansion			
Subdivision Oversizing	53.0	54.0	55.0
Interocean-Central Ave and North	644.3	-	-
Subtotal	697.3	54.0	55.0
Professional Fees			
Professional Fees for Studies, DWQMS, Audit Fees	875.0	175.0	175.0
Pre-Engineering Design & Contract Admin	140.0	140.0	140.0
Water Model Updates	100.0	100.0	100.0
Distribution System Master Plan	150.0	-	-
Subtotal	1,265.0	415.0	415.0
Total	16,854.3	16,744.0	21,804.0

Wastewater (Rate-Supported)

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Sanitary Network Expansion			
Subdivision Oversizing	-	61.3	63.1
Waterfront Development Servicing	485.1	-	-
Burwood Extension Ph II	1,191.7	-	-
Interocean-Central Ave and North	2,402.5	-	-
Subtotal	4,079.3	61.3	63.1
Sanitary Innovations, Programs, and Technology			
Plant and Program Technology	40.0	40.0	40.0
Small Equipment	20.0	22.0	24.0
Wastewater Innovations Program Efficiency Initiatives	50.9	55.2	59.9
Backflow Preventors - replacement of old inventory	20.0	20.0	20.0
Subtotal	130.9	137.2	143.9
Sanitary Fleet			
Vehicle Replacement	121.4	849.2	778.8
Pollution Prevention Control Plan			
Storm Separation Unspecified	120.0	-	-
Knight Street	80.0	-	-
Subtotal	200.0	-	-

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Sanitary Sewer Rehabilitation			
Sanitary Sewer Unspecified	-	3,577.1	4,641.6
Sanitary Sewer Lining	500.0	-	-
Maintenance hole and Appurtenance Rehabilitation	-	150.0	-
House Lateral Lining	150.0	150.0	150.0
Knight St - Dawson to River	-	245.0	-
Memorial Ave - Queen to Inchiquin	-	-	195.0
College St - Hebert to Red River	-	350.0	-
Regent St - Van Norman to Red River	-	250.0	-
Sanitary Sewer Cleaning and Inspection	1,500.0	1,500.0	1,500.0
Excess Soil Regulatory Requirements	50.0	50.0	-
Leith St - May to Simpson	550.0	-	-
Leith St - May to Archibald	500.0	-	-
Brock St - Brown to Heath	-	-	500.0
Finlayson St - May to Simpson	-	750.0	-
Empire Ave - Brown to 100m West	20.0	-	-
Dufferin St - Dixon to High	450.0	-	-
Luci Crt - Isabella to Moodie	175.0	-	-
Simpson St - Dease to Victoria	650.0	-	-
High St - River St to Van Norman	1,000.0	-	-
Subtotal	5,545.0	7,022.1	6,986.6
Water Pollution Control Plant			
Atlantic Ave - WPCP Process	1,169.8	1,181.0	1,119.5
Atlantic Ave - WPCP Electrical	61.8	89.5	89.5
Atlantic Ave - WPCP Building & Grounds	897.0	157.0	112.0
Atlantic Ave - WPCP Instrumentation	110.0	205.0	55.0
Atlantic Ave - WPCP HVAC	30.0	29.2	29.2
Sewage Pumping Stations - All groups	50.0	1,050.0	50.0
Atlantic Ave - WPCP Professional fees	315.0	315.0	315.0
Atlantic Ave - WPCP Unplanned repairs	200.0	200.0	100.0
Atlantic Ave - WPCP Generator Standby Power	7,000.0	162.8	401.8
Subtotal	9,833.6	3,389.5	2,272.0
Professional Fees			
Pre-Engineering Design & Contract Admin	150.0	150.0	150.0
Professional Fees for Studies	50.0	50.0	50.0
CLI ECA Implementation	400.0	-	-
Subtotal	600.0	200.0	200.0
Total	20,510.2	11,659.3	10,444.4

Landfill (Rate-Supported)

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Process Improvements	33.0	11.2	11.4
Infrastructure Improvements	109.9	112.0	114.1
Gas System Renewal	850.0	-	546.4
Surface & Storm Water Management Studies	324.0	-	-
West Cell Capping	1,529.1	-	-
Facility Upgrades	146.3	45.6	24.1
Compactor Bldg Relocation and Upgrades	-	-	273.2
Vehicle and Equipment Replacement	140.0	70.0	-
Total	3,132.3	238.8	969.2

Boater Services (Rate-Supported)

Project Name	2025 Budget (\$000)	2026 Forecast (\$000)	2027 Forecast (\$000)
Boater Services			
Capital Maintenance	60.0	60.0	60.0

