



**Growth Standing Committee Meeting
Agenda**

**Tuesday, October 28, 2025, 4:30 p.m.
S.H. Blake Memorial Auditorium**

Pages

1. **Growth Standing Committee in the S.H. Blake Memorial Auditorium (Council Chambers) at 4:30 p.m.**
Chair: Councillor Trevor Giertuga
2. **Land Acknowledgement**
3. **Disclosures of Interest**
4. **Confirmation of Agenda**
WITH RESPECT to the Tuesday, October 28, 2025 Growth Standing Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.
5. **Minutes of Previous Meetings** 4 - 6
Minutes of the Growth Standing Committee, held on September 23, 2025, for information.
6. **Reports of Administration**
 - 6.1 **Draft Smart Growth Action Plan** 7 - 53
Report 333-2025 - Growth, presenting the Draft Smart Growth Action Plan to the Growth Standing Committee for strategic review and discussion.

Correspondence received from Charla Robinson, President - Thunder Bay Chamber of Commerce on October 14, 2025 requesting to appear before Standing Committee.
 - 6.2 **Request for Municipal Support Resolution – 579 Maureen Street (Versorium Energy Ltd.)** 54 - 95
At the September 23, 2025 Growth Standing Committee Meeting, Chris Codd and Jeff Trynchy - Versorium Energy Ltd., and Frederic Lebel and Giorgio Spagarino - Enerflex, provided a deputation and overview of the

proposed Versorium's Power Generation Facility.

Report 317-2025 - Growth - Development Services - Planning Services seeking endorsement from Growth Standing Committee for a Municipal Support Resolution related to a proposed electricity generation facility.

Written deputation received from Margaret Woods MD on October 21, 2025, for information.

Correspondence received from Dr. Paul Berger on October 22, 2025 requesting to appear before Standing Committee.

Correspondence received from Karla Bailey, Synergy North Corporation on October 22, 2025 requesting to appear before Standing Committee.

WITH RESPECT to Report 317-2025, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT Council pass the prescribed resolution (Exhibit A) to support the proposal from Versorium Energy Ltd. for development, construction, and operation of an electricity generation facility located at 579 Maureen Street;

AND THAT Council designate the lands for Site Plan Control;

AND THAT any necessary by-laws be presented to City Council for ratification.

6.3 Call for Proposals Update

96 - 103

Report 330-2025 - Growth - Development Services - Realty Services providing an overview of the development proposals received for the 10 Opportunity Sites as identified by Administration, for information only.

Confidential Memorandum to be distributed separately to all Members of Council only.

Resolution to Recess and Resolve Into Closed Session

THAT we resolve into Closed Session in order to receive information that is relative to Report 330-2025-Growth-Development Services - Realty Services and the associated Confidential Memorandum pursuant to the Municipal Act (Section 239 (2)):

(c) a proposed or pending acquisition or disposition of land by the municipality or local board;

(i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;

(k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

7. New Business

8. Adjournment



Standing Committee Meeting Minutes

Tuesday, September 23, 2025, 7:00 p.m.

S.H. Blake Memorial Auditorium

Present:

Councillor Rajni Agarwal
Councillor Shelby Ch'ng
Councillor Kasey Etreni
Councillor Trevor Giertuga
Councillor Dominic Pasqualino

Officials:

Jeff Walters, Deputy City Clerk
John Collin, City Manager
Patty Robinet, City Solicitor
Keri Greaves, Commissioner - Corporate Services & City Treasurer
Kerri Marshall, Commissioner - Growth
Kelly Robertson, Commissioner - Community Services
Joel DePeuter, Director – Development Services
Cynthia Olsen, Director - Strategy & Engagement
Matthew Pearson, Senior Advisor - Growth
Flo-Ann Track, Council & Committee Clerk

1. Growth Standing Committee in the S.H. Blake Memorial Auditorium (Council Chambers) at 7:00 p.m.

Chair: Councillor Trevor Giertuga

2. Land Acknowledgement

Vice-Chair Councillor Kasey Etreni provided a Land Acknowledgement.

3. Disclosures of Interest

None.

4. Confirmation of Agenda

MOVED BY: Councillor Dominic Pasqualino

SECONDED BY: Councillor Rajni Agarwal

WITH RESPECT to the Tuesday, September 23, 2025 Growth Standing Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

5. Reports of Administration

5.1 Science North Thunder Bay Waterfront Location

Report 294-2025-Growth-Development Services-Realty Services requesting endorsement of the Standing Committee relative to the identified site for development of the proposed new Science North Thunder Bay Waterfront location.

Correspondence received from Property Agent Peder Olsen, dated September 9, 2025 requesting that representatives from Science North provide a deputation relative to the proposed Science North Thunder Bay Waterfront Location.

Correspondence dated September 18, 2025 from CEO - Thunder Bay Community Economic Commission Jamie Taylor providing a letter in support of the development of a proposed new Science North facility with the Cultural Campus on Thunder Bay's waterfront, for information, was distributed separately on Monday, September 22, 2025.

CEO Ashley Larose and Director of Operations Mitch Seguin - Science North appeared before Committee, provided a PowerPoint presentation, and responded to questions.

MOVED BY: Councillor Kasey Etreni

SECONDED BY: Councillor Rajni Agarwal

WITH RESPECT to Report 294-2025-Growth-Development Services-Realty Services we request endorsement of the Standing Committee to forward the following recommendation to City Council:

WE RECOMMEND THAT the property of approximately 1.08 ha (2.68 ac) within the

Cultural Campus of Phase 2 of the Waterfront Development as shown on Attachment “A” to this report be the identified site for development of the proposed new Science North Thunder Bay Waterfront location;

AND THAT any necessary by-laws be presented to City Council for ratification.

CARRIED

6. Petitions and Communications

6.1 Versorium's Power Generation Facility Request for Municipal Support

Deputation request from Chris Codd - Versorium Energy Ltd. dated September 5, 2025 relative to a proposed cogeneration power project known as Central Ave. Generating Facility.

Memorandum from Manager-Planning Services Devon McCloskey dated September 8, 2025 relative to the proposed Versorium's Power Generation Facility, for information.

Chris Codd and Jeff Trynchy - Versorium Energy Ltd., and Frederic Lebel and Giorgio Spagarino - Enerflex, appeared before Committee, provided a PowerPoint presentation, and responded to questions.

6.2 Smart Growth Action Plan - Council and Community Engagement Plan

Memorandum from Senior Advisor-Growth Matthew Pearson dated September 15, 2025 relative to the Smart Growth Action Plan - Council and Community Engagement was distributed separately on Friday, September 19, 2025.

Senior Advisor-Growth Matthew Pearson appeared before Committee, provided a PowerPoint presentation, and responded to questions.

7. Adjournment

The meeting adjourned at 8:00 p.m.

Standing Committee Report

REPORT NUMBER 333-2025-Growth-		
DATE PREPARED	October 15, 2025	FILE
STANDING COMMITTEE MEETING DATE	October 28, 2025	
SUBJECT	Draft Smart Growth Action Plan	

PURPOSE

The purpose of this report is to present the Draft Smart Growth Action Plan (Plan) to the Growth Standing Committee (Committee) for strategic review and discussion.

The intent of this discussion is to gather high-level feedback and direction from the Committee to help refine the draft prior to its return on November 25, 2025, when Administration will seek the Committee's endorsement of the revised Plan. The final Plan will then be presented to City Council for approval on December 2, 2025.

Consistent with the governance role of Standing Committees, Administration is seeking Committee feedback in the following areas:

- Alignment with Council's strategic priorities and long-term growth objectives.
- The strength and clarity of the Plan's vision, goals, and performance framework.
- High-level observations that strengthen the Plan's overall direction and priorities.

EXECUTIVE SUMMARY

This report introduces the full Draft Smart Growth Action Plan for review by the Growth Standing Committee. This 10-year plan identifies targets and actions to grow Thunder Bay's tax base and population, and provide the conditions for robust economic growth and enhanced quality of life in Thunder Bay.

The Plan has been developed as a community plan, led by community partners represented on Task Force Growth. The Plan has also been shaped by extensive public consultation, including focus groups, targeted meetings, and broader public engagement.

The Plan includes over 100 actions to achieve its growth targets, organized within three key pillars for growth: Readiness, Attraction, and Talent. Actions are to be implemented

collaboratively with community partners, with progress reported regularly to City Council and the public.

In addition to detailed review by the Growth Standing Committee, further public engagement on the Plan will be conducted before a revised draft is presented to City Council for approval on December 2, 2025.

KEY CONSIDERATIONS

The Smart Growth Action Plan has been developed in response to a trend of slow growth in Thunder Bay, compared to other Canadian cities. This slow growth limits business development opportunities, employment and earnings potential for workers, and the municipal revenue needed to sustain the services residents rely on.

The Economic Growth Assessment and Strategy developed by the Thunder Bay Community Economic Development Commission (CEDC), also presented to the Committee on October 21, 2025, projects that growth will remain limited over the coming decade without targeted action.

The Smart Growth Action Plan was developed in conjunction with this Assessment and sets out a roadmap to improve on its growth projections.

Recent initiatives by the City of Thunder Bay (City) and other local institutions have provided a strong foundation for increased growth efforts. This includes revitalization projects in both downtown cores, an uptick in housing construction including multi-residential builds, and renewed interest in large commercial and industrial investments.

The Smart Growth Action Plan outlines over 100 actions that will build on this foundation. The Plan is based around three Pillars:

- **Readiness:** Preparing Thunder Bay to support growth with shovel-ready lands, resilient infrastructure, and clear processes.
- **Attraction:** Enhancing the city's appeal by fostering active downtowns, welcoming public spaces, and a strong community identity.
- **Talent:** Setting the groundwork for a city where skilled people choose to build their careers, graduates find opportunities, and workers are set up to thrive.

Each action in the Plan is assigned a timeline and lead organization. Successful implementation of the actions will depend on collaboration among multiple partners working with the lead organizations.

To monitor success of the Plan, a framework of Key Performance Indicators (KPIs) and Performance Indicators (PIs) has been identified (Attachment - see *Part 3: Delivering Results*). Progress on these metrics and implementation of the Plan's actions will be reported annually to Council and shared on a public dashboard.

CONSULTATION

Significant public consultation has helped shape the Plan – reflecting the needs, priorities and values of Thunder Bay residents. In spring-summer 2025, public input was gathered through facilitated focus groups, two town halls, targeted stakeholder meetings, and a public survey.

Throughout this first phase of public engagement, the City's Growth team heard from newcomers to Thunder Bay, young professionals, local businesses and business associations, Indigenous organizations, education, law enforcement, and other community groups.

The feedback received in this first phase of public engagement has meaningfully shaped the Smart Growth Action Plan. A number of actions were approved by Task Force Growth specifically responding to community input.

A second phase of public engagement began on October 21, 2025. This includes a public survey and follow-up meetings with focus groups and other stakeholders. The results of this engagement will be summarized in future reports to the Growth Standing Committee (November 25, 2025) and City Council (December 2, 2025).

This public engagement builds on the significant contributions of the 25 members of Task Force Growth, who have contributed expertise and perspectives of sectors ranging from business and industry to health and education.

FINANCIAL IMPLICATION

Funding and financing the Smart Growth Action Plan will require a balanced approach that combines municipal commitment with external resources. The precise share of municipal contributions is not yet known, as many actions will be delivered through partnerships or supported by external funding sources, rather than funded directly by the City.

Wherever possible, the City will leverage grants and programs from other orders of government, as well as investments from industry and community partners, to maximize impact and reduce the local burden. Collaboration will be key, sharing costs, aligning resources, and pooling expertise to advance projects that benefit the whole community.

BACKGROUND

The Smart Growth Action Plan was included in the 2025-2027 City Manager's Workplan presented to City Council on February 10, 2025.

An initial presentation on the development of the Smart Growth Action Plan was delivered in a Non-Business Meeting on June 16, 2025.

The draft of the Smart Growth Action Plan included with this report was presented to City Council on October 21, 2025.

REFERENCE MATERIAL ATTACHED

Attachment A - Draft Smart Growth Action Plan

REPORT PREPARED BY

Matt Pearson, Senior Advisor -Growth, Growth Department
Ian Kaufman, Policy & Research Analyst, Growth Department

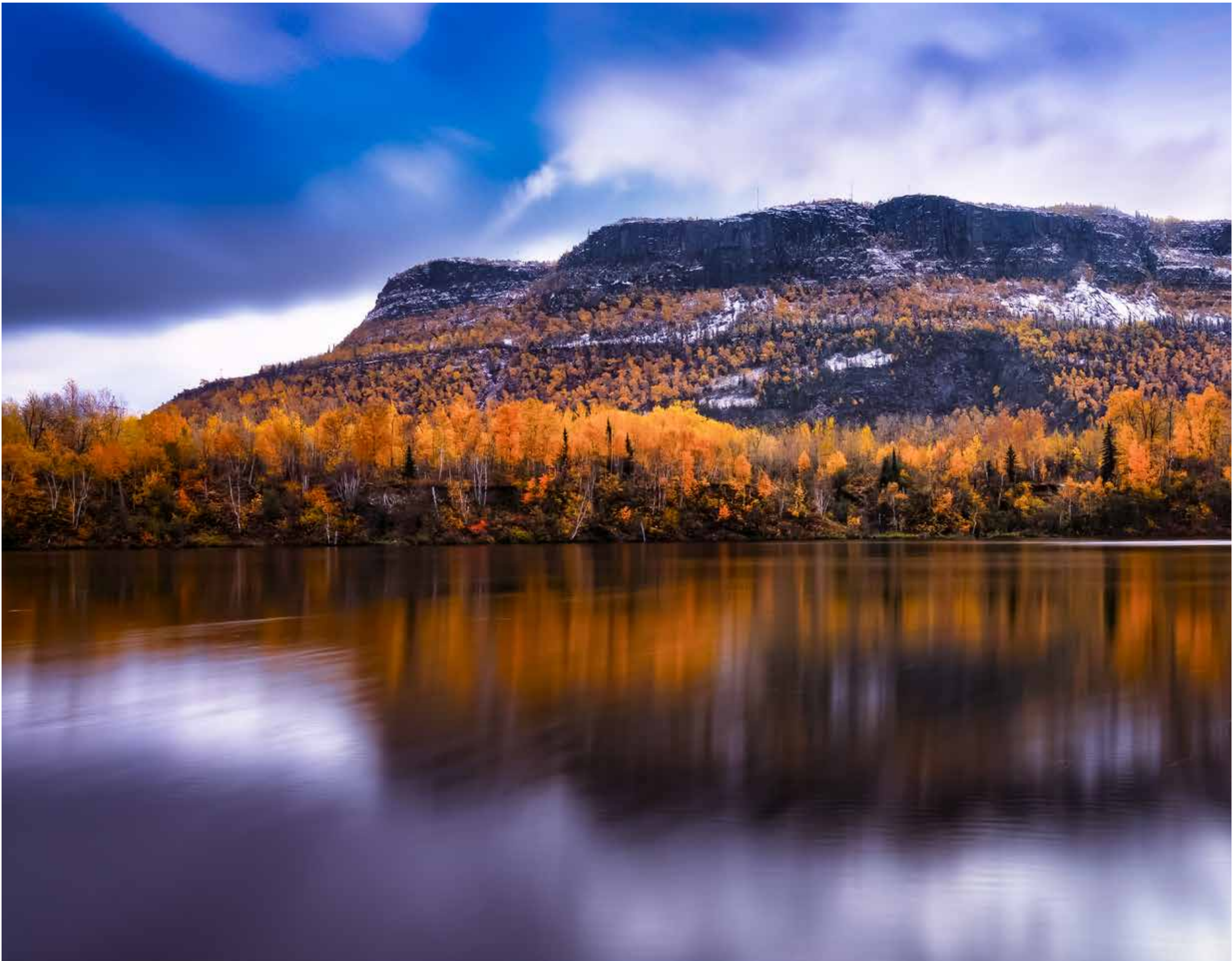
REPORT SIGNED AND VERIFIED BY

Kerri Marshall, Commissioner – Growth Department

Date (10/20/2025)

Smart Growth Action Plan

A 10-Year Roadmap for
Sustainable Growth in
Thunder Bay



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Land Acknowledgement

We acknowledge that the land on which we have the privilege to live is the ancestral lands of the Anishinaabe peoples and traditional territory of Fort William First Nation – signatory to the Robinson-Superior Treaty of 1850. This land, traditionally known as Anemki Wajiw, has been a place of gathering, learning, and exchange for thousands of years and remains sacred to its Indigenous stewards.

We also recognize the contributions of the Métis to this area, and that a diversity of Indigenous people now call this land home as well. As we acknowledge the deep history and ongoing presence of Indigenous communities on this land, we honour their distinct cultures, histories, and connection to the land. We are committed to walking together in the spirit of reconciliation and partnership, and to continual growth - in our understanding, in the strength of relationships, and in our shared responsibility to this land and its peoples.

We acknowledge that meaningful growth begins with honouring the truths of the past and listening, learning and acting in the present for the betterment of the future. By uplifting Indigenous voices and experiences, together we can grow a future rooted in respect, guided by reconciliation, and enriched by the shared strength and prosperity of the land and peoples.

Our actions must reflect our acknowledgement, and our paths forward be guided by the wisdom of those who have long cared for this land.

This plan will only succeed through working closely with Indigenous partners. True growth means building trust, listening with respect, and creating opportunities together so that the benefits are shared by all, grounded in respect for the land and peoples who have always been here.

Photo of the traditional lands known as Anemki Wajiw (Mount McKay)

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*Roundabout under construction
on Water Street.*



Community Voices: What Makes Thunder Bay Great

Planning for growth begins with recognizing what already makes Thunder Bay a place of pride. Through a recent community campaign, residents were invited to share what makes Thunder Bay great – in their own words, Awa Diakhate highlighted that the city’s greatest strength lies in the people who choose to call it home.

“Thunder Bay welcomed us like an old friend; with snowy sidewalks, kind neighbours, and endless skies. As newcomers from Africa, my family and I were searching for more than a new home; we were searching for a fresh start. And we found it here.

What makes Thunder Bay great isn’t just the nature (although it’s breathtaking), or the space (which feels like freedom), but the people. The small business owners who remember your name. The community centres filled with laughter and inclusion. The festivals that light up the heart of the city, one drumbeat at a time.

I love how this city celebrates diversity while staying rooted in authenticity. It’s a place where a Senegalese mom can create culinary events, start a new business, and dream BIG again. It’s a place where kids can grow with snow in their boots and kindness in their hearts.

To make it even better? Let’s keep opening doors. More support for immigrant entrepreneurs, more creative spaces for young people, and more cross-cultural events to learn from one another.

Thunder Bay is more than a dot on the map. It’s a land of rebirth, strong coffee, and stronger community. And I’m proud to call it home. ”

- AWA DIAKHATE,
LOCAL RESIDENT



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Introductory Messages



Message from the Mayor

Thunder Bay’s future is built on collaboration, confidence, and community. The Smart Growth Action Plan is our commitment to grow with purpose and to make certain every resident and every business can share in that success. Our city stands at a defining moment. We are already seeing signs of progress in our economy, our housing supply, and our community life. Together, we can build on this momentum and create a more vibrant, inclusive, and prosperous Thunder Bay for generations to come.

- MAYOR KEN BOSHCOFF



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Learn more about Task Force Growth in Appendix A

Message from Task Force Growth

As leaders from across Thunder Bay's institutions, businesses and community organizations, we believe in the power of collaboration to shape a stronger, more inclusive future for Thunder Bay.

We are proud to present the Smart Growth Action Plan as a practical, community-driven roadmap that focuses our collective efforts for the greatest impact. Task Force Growth was formed to bring together diverse voices and expertise, and has guided the development of this plan.

The organizations we represent are committed to taking action - through hiring, development, investment, and innovation - because meaningful growth requires leadership across our city.

The Smart Growth Action Plan is about more than numbers - it is about creating a city where everyone can thrive, making Thunder Bay an even better place to live today, and for generations to come.



John Collin
Chair and City Manager

As City Manager and the Chair of Task Force Growth, I am honoured to be part of this dedicated group of local leaders. Through robust and thoughtful discussions, I am proud of our unwavering focus on guiding Thunder Bay to grow – for us today, and those who follow tomorrow. This community belongs to all of us – and shaping its future will take our collective effort. Whether you are a resident, business owner, builder or community leader – you have a role to play.



Kerri Marshall
Co-Chair and Commissioner – Growth Department, City of Thunder Bay

It has been a privilege, as one of the Co-Chairs of Task Force Growth, to support the development of this Smart Growth Action Plan. The dedication of the Task Force, the engagement of community members, and the commitment of City Administration have brought this Plan to life, championing responsible development, enhancing community well-being, promoting environmental stewardship, and fostering strong partnerships.



Jamie Taylor
Co-Chair and CEO – Thunder Bay Community Economic Development Commission (CEDC)

Being one of the Co-Chairs of the Task Force Growth is an incredible opportunity to help shape Thunder Bay's future. It also brings the CEDC's focus of economic development to the table along with the many voices of the key stakeholders. The CEDC will do its part by attracting and retaining talent, sparking new investment, and welcoming visitors to experience our community. I look forward to working collaboratively to see our community grow. The future of our city belongs to all of us, and it will take our collective leadership and collaboration to bring it to life.

Let's grow Thunder Bay – together!

Executive Summary

Purpose of the Plan

The purpose of the Plan is to chart a clear path for Thunder Bay to grow the local economy, population and attract new investments. Guided by Task Force Growth, this plan responds directly to years of slower growth compared to other cities. This Plan presents a bold and united vision for long-term prosperity, grounded in the belief that growth must be strategic, inclusive, and sustainable.

What is Smart Growth?

An intentional, inclusive, and sustainable approach to development that supports a strong economy, livable communities, efficient land use, and environmental stewardship.

Why growth matters

Growth supports the things the community cares about most:

Strong neighbourhoods

Reliable services

Local businesses

Good jobs

Welcoming spaces

Opportunities for all

...and the revenue to make it reality

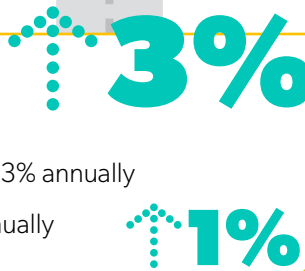
A SMART action is:

- S Specific:** Clearly defined and outcome oriented
- M Measurable:** Progress can be tracked and success evaluated
- A Achievable:** Realistic and attainable with available resources
- R Relevant:** Directly aligns with the Plan's goals and vision
- T Time-bound:** Clear timeline for delivery

Targets

Grow the property tax base by 3% annually

Grow the population by 1% annually



Pillars

READINESS:

Preparing Thunder Bay to support growth with shovel-ready lands, resilient infrastructure, and clear processes

ATTRACTION:

Enhancing the city's appeal by fostering active downtowns, welcoming public spaces, and a strong community identity

TALENT: Setting the groundwork for a city where skilled people choose to build their careers, graduates find opportunities, and workers are set up to thrive

SMART GROWTH ACTION PLAN

Vision: Thunder Bay is a flourishing city where people choose to live, work, and invest with confidence. With a robust economy, dynamic public spaces, and a strong sense of belonging, it is a place where everyone is valued and can thrive

Mission: Through collaboration and investment in smart growth, we build a healthy and prosperous city.

Delivering Results

The Smart Growth Action Plan will be implemented through collaboration between the City, the CEDC, and community partners. Progress will be measured with clear performance indicators and regular public reporting, promoting accountability and driving lasting outcomes for Thunder Bay.

EVERYONE HAS A ROLE TO PLAY IN SHAPING THE CITY'S FUTURE!

See Section 4: Call to Action

Key Considerations



Financial Sustainability



Inclusiveness



Environmental Stewardship



Innovation



Risk Management



“Thunder Bay is a vibrant city that seamlessly blends the tranquility of nature with the dynamism of urban life, making it an exceptional place to live, work, and grow.”

- WINNIE NGUYEN, LOCAL RESIDENT

The Current Growth Efforts section (page 18) highlights the many new initiatives already helping shape the community’s future.

By taking a smart, strategic approach to growth, Thunder Bay can revitalize neighbourhoods, unlock new housing and business development, and renew critical infrastructure. This will enhance quality of life, strengthen the local economy, improve social well-being, and eases the long-term financial burden on residents.

Growth is not without challenges. The CEDC’s *Economic Growth Assessment and Strategy* (2025) identifies several key issues that influence Thunder Bay’s ability to attract people, jobs, and investment, from aging infrastructure and demographic shifts to limited fiscal capacity and external perceptions. The Smart Growth Action Plan responds to these challenges through focused, achievable actions and key considerations that emphasize long-term thinking, inclusive decision-making, and financial and environmental responsibility.

A summary of the CEDC *Economic Growth Assessment* is included in Appendix B as a foundational input to the Plan.

Achieving this vision will require the active involvement of residents, businesses, and community partners. Everyone has a role to play in shaping the city’s future, from contributing ideas and initiatives to supporting local efforts and being ambassadors for Thunder Bay. This shared responsibility is further outlined in *Section 4: Call to Action*, which highlights the many ways the community can get involved and help turn this plan into reality.

Part 1: Why Growth, Why Now

The Smart Growth Action Plan presents a bold and united vision for long-term prosperity, grounded in the belief that growth must be strategic, inclusive, and sustainable. It is about building on what makes Thunder Bay great, addressing challenges with purpose, and shaping a future where growth supports a high quality of life for everyone.

A growing city generally refers to a city experiencing significant expansion. It is a place where the population is increasing and the economy is flourishing, often leading to new construction, job opportunities, and increased demand for services and new infrastructure. Growth can be organic, driven by natural population

increase and economic development, or it can be influenced by external factors like immigration, and the expansion and relocation of businesses and institutions.

Being resilient and competitive, the city has an opportunity to grow, not just in population, but through investment and economic development. Growth is key to maintaining strong services by expanding the tax base, attracting and keeping skilled workers by creating new opportunities, generating new revenue to reinvest in the community, and supporting long-term affordability for residents. In recent years, growth has been modest – from 2016 to 2021, Thunder Bay’s population increased by just 1.3%, compared to 5.8% across Ontario and

5.2% nationally. A growing population makes a city more attractive for business investment, as it signals a strong workforce, building vibrancy and confidence in investment opportunities.

Over the past decade, Thunder Bay’s property tax base has grown by 7.8%, well below the 31.8% rise in inflation over the same time period. As a result, the City has relied on increasing municipal taxes to keep pace with the rising cost of services. This imbalance has significantly limited the City’s financial capacity to maintain services, infrastructure, and community amenities.

Thunder Bay remains relatively affordable, but this advantage is under pressure. Rising home prices and limited rental options are making it harder, especially for young people, new residents, and older adults to find suitable housing.

Yet the opportunity is clear: we are seeing early positive signs that growth is happening. With revitalization of both downtown cores underway, new housing construction and renewed interest in larger commercial-industrial investments, Thunder Bay has a strong foundation for growth.



What Smart Growth Means for Thunder Bay

Smart Growth is a forward-looking approach to planning and development that helps communities grow in dynamic, inclusive and sustainable ways. This approach emphasizes efficient land use, environmental stewardship, and creating complete, connected, and liveable neighbourhoods.

Modest, well-managed growth can bring real benefits. It supports municipal services, enables infrastructure renewal, and attracts new investment. Growth also helps by drawing in new residents – new neighbours, new opportunities, and new workers who can enter the workforce as others retire.

Growth is not an end goal, it is a means to support the things the community cares about most. This includes strong neighbourhoods, social services, local businesses, good jobs, a healthy environment, welcoming spaces, and opportunities for all.

Here is what the Smart Growth Action Plan can mean for Thunder Bay:

- **For residents**, this Plan is an investment in a shared future, helping to make Thunder Bay a place where families can succeed and neighbourhoods flourish. It is about creating a community where people feel connected, supported, and at home.
- **For new and prospective residents**, the Plan positions Thunder Bay as a city of opportunity - a place to build a career, start a business, raise a family, or find belonging in a welcoming community.
- **For businesses and industry**, it showcases Thunder Bay's advantages - a strategic location, a growing workforce, and affordable costs - creating the conditions to grow, innovate, and invest with confidence.
- **For community partners**, it invites collaboration - aligning efforts across sectors to help shape a welcoming, inclusive, and forward-looking city.

In short, smart growth helps build a Thunder Bay that works better for everyone - a city where people choose to stay, return, or arrive, because they see a future here.



Indigenous Economic Impact in Thunder Bay

The Thunder Bay Community Economic Development Commission (CEDC), in partnership with Fort William First Nation, the Anishnawbe Business Professional Association (ABPA), and the Nishnawbe Aski Development Fund (NADF), is proud to share the Indigenous Economic Impact Analysis for the City of Thunder Bay.

Developed by Indigenous Community Engagement (ICE), this report highlights the significant contributions of Indigenous peoples, communities, businesses, and governments to our local economy. The findings provide valuable data to guide business development, employment, education, and training initiatives—while strengthening the path toward economic reconciliation across Northwestern Ontario and beyond.

KEY FINDINGS

INDIGENOUS SPENDING DIRECTLY CONTRIBUTED \$411 MILLION TO THUNDER BAY'S GDP IN 2020. THIS CONTRIBUTION WAS 6.5% OF METROPOLITAN THUNDER BAY'S 2020 GDP.

INDIGENOUS SPENDING CONTRIBUTES \$1.55 BILLION TO THUNDER BAY'S ECONOMY.

EVERY \$1 MILLION IN INDIGENOUS SPENDING RESULTS IN 7 FULL TIME JOBS IN THUNDER BAY.

DIRECT INDIGENOUS SPENDING IN THUNDER BAY CREATED 3,134 FTE JOBS IN 2020.

Read the [full report here](#) (scan the QR code):



A Plan with Purpose

The Smart Growth Action Plan provides a clear framework designed to support growth in Thunder Bay’s population, job opportunities, and tax base over the next 10 years. As a living document, it will be reviewed every two years and adjusted to respond to emerging needs, changing economic conditions, and social pressures.

The Plan is informed by the CEDC’s Economic Development Growth Assessment and Strategy, which has identified Thunder Bay’s key challenges and opportunities. That strategy has projected modest growth in Thunder Bay’s population. The Smart Growth Action Plan aims to improve on those numbers through deliberate, targeted actions that support population growth.

The Smart Growth Action Plan also includes specific actions to strengthen investment attraction and support services, spaces, and opportunities.

The Plan will help to:

- Attract and guide investment where it can have the greatest impact
- Sustain services, attract talent and grow the tax base
- Enhance community safety and well-being
- Provide a clear roadmap to move from vision to action through practical, inclusive, and sustainable growth
- Support Indigenous economic development

“ Here, the daily grind is a distant memory. No soul-crushing 1.5-hour commutes, no more waking up super early praying you don’t get stuck in traffic morning or evening for 3 extra hrs. Instead, I get to enjoy the luxury of time! ”

- KEVIN MACDONALD

Vision & Mission

To help shape a collective and strategic path forward, Task Force Growth informed a vision and mission for the Plan.

Vision: Thunder Bay is a flourishing city where people choose to live, work, and invest with confidence. With a robust economy, dynamic public spaces, and a strong sense of belonging, it is a place where everyone is valued and can thrive.

This means:

- A city that is doing well in many areas including its economy, the environment and social well-being
- A city where people can find affordable housing and high quality of life
- A city with a strong and diverse economy with job opportunities and support for local business
- A city where people feel connected to their community
- A city where all people have the opportunity to succeed

Mission: Through collaboration and investment in smart growth, we build a healthy and prosperous city.

This means:

- A city where people and organizations work together to make better decisions and investments
- A city that invests in infrastructure like roads, transit, housing and green spaces
- A city that supports people’s physical and mental well-being through clean air, water, active transportation, and health services

Key Considerations

Five key considerations shaped the development of this Plan, helping to balance short-term opportunity with long-term value. These lenses shape each action and inform an approach that is responsible, inclusive, and future-focused.

 **Financial Sustainability:** Focuses on long-term value, cost efficiency and responsible investment, so Thunder Bay remains affordable and prosperous.

 **Inclusiveness:** Growth must be accessible to all residents and informed by a diverse set of voices. Equity is essential in planning new neighbourhoods, engaging with communities, and supporting local businesses.

 **Environmental Stewardship:** Prioritizes responsible land use and the protection of natural systems to support long-term climate resilience.

 **Innovation:** Embraces new ideas, digital tools, creative policies, and partnerships. Growth benefits from fresh thinking and cross-sector collaboration. This includes exploring emerging technologies like artificial intelligence (AI), which can help improve service delivery, planning, and decision-making.

 **Risk Management:** Highlights the importance of proactive planning, flexibility, thoughtfully assessing risks, and adjusting course when needed. Growth brings uncertainty, but risk can be managed without losing momentum.

Together, these considerations provide the foundation for a balanced and thoughtful approach to smart growth in Thunder Bay.



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Growth Targets

Building on the vision and mission, this Plan identifies two key targets to guide growth over the next decade:

- Grow the property tax base by 3% annually
- Grow the population by 1% annually

Property tax base growth refers to increases in Thunder Bay's total property assessment value driven by new developments, redevelopment, and major improvements. Expanding the tax base generates new tax revenue. Achieving a targeted 3% annual increase will help the City keep pace with inflation and rising costs while limiting additional tax burden on existing residents.

To reach this target, Thunder Bay will need to grow its population by approximately 1% each year. These targets are connected; a growing population supports a growing tax base, and vice versa.

Achieving this level of growth will not happen all at once. This Plan is designed to unfold over the next 10 years, focusing on steady and manageable growth. The goal is not to match the growth rates of fast-growing cities, but to achieve steady, sustainable growth that Thunder Bay can support.

Snapshot of Growth

Thunder Bay's total property tax assessment is just under \$12 billion (as of 2025). To achieve the 3% annual growth target, the City would need approximately \$350 million in new assessment value each year.

 **3%**
TAX BASE GROWTH

 **1%**
POPULATION GROWTH



Building a More Balanced Tax Base

Thunder Bay's tax base is built on a strong residential foundation, with homes making up approximately 84% of total property assessment. While continued residential growth is important, a tax base that is heavily reliant on residential properties places more financial responsibility on residents to fund city services and infrastructure.

Attracting more commercial and industrial investment, in addition to residential growth, is vital to building a more balanced and sustainable revenue mix. These properties typically contribute more in taxes than they require in municipal services, helping fund public services, reduce pressure on residential taxes, and bolster the local economy.

A more diversified tax base will help Thunder Bay weather economic shocks, invest in public services, and maintain long-term affordability for residents.



Integrating Environmental Stewardship into the Plan

Environmental stewardship is a key consideration of the Plan. By embedding environmental considerations included in the City of Thunder Bay's Net-Zero Strategy and other policies into land development, housing, infrastructure, and service delivery, the Plan promotes efficient resource use, resilient infrastructure, and compact, connected communities. These approaches help reduce environmental impact, strengthen climate resilience and climate change mitigation supporting long-term community well-being.

Environmental stewardship is integrated in an inclusive way across the Plan – guiding growth decisions so they support both economic opportunity and environmental sustainability. This approach creates the conditions for growth that is sustainable and competitive.



Current Growth Efforts

Thunder Bay has already taken meaningful steps to position itself for long-term growth, and there are positive signs these efforts are beginning to pay off. The City has launched several key initiatives aimed at making it easier to invest, build and do business here, while community partners are launching and expanding numerous projects that set a strong foundation for growth. From new policies and financial tools to redevelopment projects and strategic investments in public lands, these actions build momentum and signal to the community that growth is a key priority.

The following list highlights some of the recent and ongoing work to support and accelerate growth across Thunder Bay:

- **The new One-Stop Development Shop** opened summer of 2025 - making it faster and easier to do business in Thunder Bay.
- The new **North Core Streetscape** stretches of Red River Road and Court Street have heightened the appeal of Thunder Bay's north core and will support expanded opportunities for markets and events.
- **Improvements to Thunder Bay's waterfront** include an expansion of the Marina Park festival area to better support concerts and other events.
- **Plans to reimagine the Pool 6 lands** will build on these waterfront improvements, transforming this unique site into a space that supports public use and future investment.
- The **continued success of housing programs** will increase the supply and affordability of housing by making it easier to build, offering financial incentives like the Housing CIP, and unlocking new lands for infill housing.
- **A new Financial Policy for Growth** will guide how we fund and manage growth in a sustainable way, using revenue from new growth to support growth-related initiatives.
- The CEDC is **expanding a lifestyle-focused marketing effort** to highlight Thunder Bay's short commutes, vibrant food and arts scene, after-work experiences, and unparalleled access to nature.
- **The demolition of Victoriaville Mall** is underway - opening the door for new investment and revitalization in the South Core.
- The **Create. Connect. Grow. Culture Plan** will support downtown revitalization and inclusive economic development through investments in culture, creativity, and community vibrancy.
- The **City-Wide Community Improvement Plan (CIP)** offers incentives to support industrial and commercial growth.
- **A new Indoor turf facility** is under construction and will provide expanded year-round recreation and sport tourism opportunities.

- The **Welcoming Community Action Plan** will help newcomers feel at home, connecting them with the information, services, and supports they need to thrive.
- A new **welcome package** will be a comprehensive resource to help new workers and their families settle in the community, including guidance on housing, schools, services, and community life.
- Providing **business succession** assistance to support the continuity of local businesses through new programs and services that help with succession planning.
- The **Thunder Bay Airport is expanding capacity** to enhance customer service and support growth, with expansions to parking, food and drink options, security, and the check-in and departure areas.
- Residents and businesses will have access to **state-of-the-art connectivity** with Tbaytel expansions of fibre technology and high-capacity 5G wireless.
- Charting a course to **more sustainable and efficient local buildings** with a feasibility study examining green development guidelines.
- The Thunder Bay Youth Transitional Housing project on Junot Avenue is part of an **expansion of transitional housing**, supporting Indigenous youth with 58 available units.
- **The Port of Thunder Bay is meeting growing demand** and improving cargo handling efficiency by reconfiguring its Project Cargo Terminal.
- Lakehead University's new Collaborative Doctor of Veterinary Medicine Program will train 20 northern students each year, **improving access to veterinary care** for residents and the agricultural sector.
- The upcoming completion of the **Rogers Tennis Dome** at Chapples Park will boost year-round recreation and sport tournament opportunities.
- Planning is underway for **major upgrades to the Thunder Bay Expressway and construction of the Northwest Arterial**, improving road safety and opening opportunities for housing development in the northern area of the city.
- Supporting Thunder Bay's housing goals, the development of lands along Central Avenue will **unlock the potential for over 1,260 new homes**, leveraging nearly \$20 million in provincial funding.
- **The Fort William BIA is exploring expanding its boundaries**, bringing more retail and business addresses into the district, broadening the storefront mix, and strengthening coordinated efforts on marketing, safety, and beautification in the south core.

Part 2:

From Vision to Action

Realizing the vision set out in this Plan requires a focused commitment and clear path forward. Grounded in community input and collaboration, the Plan reflects the voices of residents, business owners and community partners, highlighting what matters most to the community now and into the future.

Pillars for Growth

This Plan is built around three strategic pillars: Readiness, Attraction, and Talent. These pillars reflect the interconnected roles of the Municipality, community partners, and residents in enabling smart, sustainable growth.

01

READINESS



Focus on the foundational work planning, infrastructure, and internal coordination that prepares the city for growth.

02

ATTRACTION



Focus on making Thunder Bay more vibrant, welcoming and competitive.

03

TALENT



Focus on the importance of attracting, developing, and retaining a skilled and diverse workforce.



The Spirit Garden at Prince Arthur's Landing.

Each pillar includes a set of SMART actions designed to drive measurable progress towards the Plan's goals of increasing tax assessment and population growth. These actions follow a structured approach – making each one specific, measurable, achievable, relevant, and time-bound - and clearly aligned with the Plan's overall direction.

A SMART action means:

- S Specific:** Clearly defined and outcome oriented.
- M Measurable:** Progress can be tracked and success evaluated.
- A Achievable:** Realistic and attainable with available resources.
- R Relevant:** Directly aligns with the Plan's goals and vision.
- T Time-bound:** Clear timeline for delivery.

The Smart Growth Action Plan places a deliberate emphasis on concrete action over analysis. While it is grounded in strategy and long-term vision, its primary purpose is to drive action through clear, practical steps that can be tracked, measured, and refined over time.

This Plan moves beyond high-level approaches to identify over 100 specific actions the City and its partners can take to support population growth, job creation, and a strong, growing, balanced tax base.

How to Read the Actions

Action items have been sorted by pillar and given a timeline of:

- Short-term (1-3 years)
- Medium-term (4-6 years)
- Long-term (7-10 years)

Each action item has a designated **Lead Organization**, but success will depend on collaboration among multiple partners. Leads may shift during the implementation phase.

The full list of SMART actions organized under each pillar is included in Appendix C.

READINESS



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Multi-residential units
under construction.



Readiness: Building a Growth Ready City

Readiness means making sure Thunder Bay has the conditions needed to support growth, including shovel-ready lands, resilient infrastructure and clear processes that come together to fuel growth and opportunity. It is about preparing Thunder Bay to welcome and enable sustainable long-term growth.

To support readiness, this pillar focuses on areas such as:

- Supporting commercial and industrial development to strengthen the local economy
- Expanding diverse housing options to meet current and future needs
- Streamlining processes to make development more efficient and responsive
- Promoting sustainable and inclusive growth that reflects community values
- Delivering City services that support growth
- Investing in infrastructure that enables growth

To highlight areas of focus within this Plan, several groups of actions are presented as *Spotlight Actions* to complement each pillar’s action lists. These sections showcase how specific actions work together to address a critical theme, such as housing, land readiness, or infrastructure. Rather than listing actions in isolation, the Spotlights draw connections, illustrate the impact of coordinated efforts, and demonstrate how the Plan translates vision into measurable change. They are intended to help readers see how targeted initiatives can advance multiple goals at once.

Spotlight:

Activating Lands for Commercial and Industrial Growth

Industrial and commercial lands are essential drivers of a strong economy. They support businesses, create jobs, and shape the character of cities. Advancing smart growth means strategically unlocking and optimizing these lands to attract investment, align development with existing infrastructure, and meeting the evolving needs of the community.

The following actions highlight how the Plan will activate development-ready industrial and commercial lands. Each action supports smart growth principles such as strategic infill, land optimization, and encouraging business to move quickly from interest to investment:

- **R15 – Shovel-Ready Opportunities:** Increasing the availability of shovel-ready commercial and industrial lands enables faster, strategic development. This aligns with smart growth by focussing development in areas already serviced by infrastructure and encouraging coordinated and sustainable land-use.
- **R14 – Industrial Park/Hubs:** Developing an industrial park and/or a network of well-serviced hubs will create a flexible and scalable framework for business attraction. This supports sector clustering and responds to emerging business needs.
- **R7/R12 – Neebing and Strathcona Industrial Lands:** Declaring surplus and marketing City-owned industrial lands on Neebing Avenue and Strathcona Avenue will help unlock development opportunities in serviced or partially serviced areas.
- **R9 – Intercity Development:** Targeted incentives to support infill in this commercial and light industrial area will help unlock underutilized land and strengthen this centrally located economic hub.

Together, these actions help to bring industrial and commercial lands online in an efficient and strategic way, creating space for business growth and job creation, while supporting a well-planned community.



© CEDC

Table 1: Readiness Action List

Table XX.XX providReadiness: Focus on Preparing for Growth				
Name		Action	Timeline	Lead
Supporting Commercial & Industrial Development				
R1	City-Wide Growth Community Improvement Plan	Implement the recently approved city-wide Growth Community Improvement Plan (CIP) to support investment attraction opportunities.	Short	CTB
R2	Commercial Land Needs Study	Conduct a long-term commercial land needs assessment, including a retail gap analysis, to guide future land use planning and support competitiveness for retail and service-based growth.	Short	CTB/CEDC
R3	Industrial Land Intensification Strategy	Work with active industrial and public sector property owners to develop opportunities to intensify their lands.	Short	CEDC
R4	Underutilized Commercial/Industrial Properties	Support the repurposing of underused privately-owned and City-acquired properties, enabling redevelopment through incentives, partnerships, by-laws and/or other planning tools. This includes revitalizing aging commercial areas into mixed-use neighbourhood hubs.	Short	CTB
R5	Innova Business Park Review	Take a fresh look at Innova Business Park development guidelines in alignment with CEDC priorities, current and emerging opportunities, and address constraints to accelerate development in the Park.	Short	CTB
R6	Central Avenue Lands	Develop a vision and construct municipal services, such as road and water services for the Central Avenue lands to open opportunities for residential and commercial uses.	Short	CTB
R7	Neebing Avenue Industrial Lands	Declare City-owned industrial lands on Neebing Avenue as surplus and market for sale to support near-term economic development.	Short	CTB
R8	Strategic Industrial Development of Mission & McKellar Islands	Prepare Mission and McKellar Islands for future industrial and employment growth by assessing development potential and identifying infrastructure needs.	Short	CTB
R9	Intercity Development	Develop specific initiatives to enhance the light industrial and commercial footprints in the Intercity area.	Short	CTB
R10	Industrial Land Opportunities	Market the new range of distinct industrial and commercial development opportunities.	Medium	CEDC

Spotlight:

Advancing Smart Growth Through Housing

Housing is the building block of communities - it shapes neighbourhoods, attracts investment, and influences how efficiently the city grows. Advancing smart growth means creating housing options that are affordable, well-located, and aligned with existing infrastructure and community needs.

The following actions provide a snapshot of how the Plan will take a targeted, collaborative approach to increase housing supply and choice. Each action supports smart growth principles such as infill development, land optimization, downtown revitalization, and compact urban form:

- **R17 – Infill Housing in Urban Serviced Areas:** Encouraging housing in areas already connected to roads, water, and sewer infrastructure helps reduce sprawl, lower infrastructure costs, and create neighbourhoods that are more walkable and transit-friendly.
- **R22 – Underutilized Residential Properties:** Bringing tax-acquired and underused residential properties back into productive use adds housing supply, improves neighbourhood aesthetics.
- **R19 – Public Lands for Housing:** Working with partners to identify and unlock surplus lands for housing, particularly affordable and missing middle options, demonstrates leadership in maximizing public assets and enabling smart, coordinated growth.
- **R18 – Increase Housing in the Downtown Cores:** Encouraging housing development in the downtown cores supports economic vitality, walkability, and long-term affordability. This action promotes higher-density, mixed-use living close to jobs, transit, and services.

Together, these actions help deliver more housing where it makes the most sense - strengthening neighbourhoods, improving livability, and supporting a more sustainable future for Thunder Bay.



Photo of the construction of an 18-unit apartment building being constructed along Algoma Street. This project was a successful recipient of funding through the Housing Accelerator Fund program.

© Kirvan Photography



Brownfield Development: The redevelopment or reuse of previously developed land, often former industrial or commercial sites that may be underused, vacant, or contaminated. Brownfield projects typically require remediation or infrastructure upgrades but can revitalize established areas and make more efficient use of existing services.

© City of Thunder Bay

Readiness: Focus on Preparing for Growth

	Name	Action	Timeline	Lead
R11	Burwood Road Growth Opportunities	Expand the Burwood Road municipal utility services to enable the highest and best use of the lands.	Medium	CTB
R12	Strathcona Avenue Industrial Lands	Declare City-owned industrial lands on Strathcona Avenue as surplus and market for sale to support economic growth.	Medium	CTB
R13	Brownfield Redevelopment Strategy	Develop a comprehensive strategy that strengthens brownfield redevelopment through policy, incentives and partnerships.	Medium	CTB
R14	Industrial Park/ Hubs	Construct an industrial park and/or a network of strategically located well-serviced industrial hubs in collaboration with the private sector.	Medium	CTB
R15	Shovel-Ready Opportunities	Establish shovel-ready lands through site certifications.	Medium	CTB
Housing				
R16	Housing Mix and Affordability	In collaboration with other levels of government, the District of Thunder Bay Social Services Administration Board (DSSAB), developers, employers, and housing partners, develop action plans to improve housing mix and affordability.	Short	CTB
R17	Infill Housing in Urban Serviced Areas	Explore new and expanded incentives and policies to encourage housing development in the areas connected to municipal services - where roads, water, and other infrastructure is already in place.	Short	CTB
R18	Increase Housing in the Downtown Cores	As part of the revitalization efforts for the downtown cores, expand incentives, policies, and partnerships to support higher-density housing.	Short	CTB
R19	Public Lands for Housing	Identify additional opportunities to unlock underused public lands for housing.	Short	CTB
R20	Build Canada Homes	Leverage the federal Build Canada Homes initiative to unlock and accelerate housing development through all available programs, partnerships, and investment tools.	Short	CTB
R21	Secondary Plan Approval	Explore methods to improve the Secondary Plan processes (for example, subdivision plans).	Short	CTB

Spotlight:

Building Infrastructure for Growth

As Thunder Bay plans for more people, businesses, and housing, it must also prepare foundational systems such as water, wastewater, energy, and telecommunications for growth. This involves both preserving existing infrastructure and investing in upgrades and capacity expansion where future demand is expected.

With a significant infrastructure funding gap, the City must balance day-to-day renewal needs with long-term strategic investments that enable growth. By aligning infrastructure planning with economic and population goals, Thunder Bay can lay the groundwork for a more resilient, connected, and opportunity-ready city.

The following actions highlight how Thunder Bay is advancing infrastructure readiness across key sectors:

- **R41 - Infrastructure Capacity for Growth:** This action assesses the capacity of current municipal and non-municipal infrastructure, including the Water Treatment Plant to identify where upgrades are needed to support new development. Findings will guide future investments and be integrated into the City's Asset Management Plan.
- **R44 - Expressway Upgrades & the Northwest Arterial:** Improving regional transportation networks will help to unlock new growth areas. This action supports planning and investment in highway and road infrastructure that will expand access to residential, commercial, and industrial lands.
- **R8 – Strategic Industrial Development of Mission & McKellar Islands:** Focused on enabling large-scale employment growth, this action evaluates servicing needs and secondary access options for these high-potential industrial areas.
- **R42 - Energy Capacity & Independence:** Recognizing that power is a critical growth enabler, this action explores solutions to expand and modernize Thunder Bay's energy infrastructure through renewable projects, transmission upgrades, and partnerships with First Nations, industry, and institutions.

Together, these actions aim to close the gap between today's infrastructure and tomorrow's growth needs.



Bare Point Water Treatment Plant filtration system.

© City of Thunder Bay

“ The city with a giant heart also has GIANT entrepreneurs. Our people have proven many times, if they do not bring it to us, we will do it ourselves. ”

- MICHAEL DAVIS, LOCAL RESIDENT

Readiness: Focus on Preparing for Growth

	Name	Action	Timeline	Lead
R22	Underutilized Residential Properties	Bring more housing to market by identifying and promoting underused residential properties to intensify their number of housing units.	Medium	CTB
R23	Launch a City-Wide Retrofit Program	Implement a city-wide retrofit program to help residents make their homes more energy efficient (such as insulation upgrades or energy-efficient heating systems), reducing costs and emissions in line with the Net-Zero Strategy.	Medium	CTB
R24	Innovative Housing Models	Develop and share educational resources – such as guides, workshops, or demonstration events – to showcase sustainable, lower-cost, and alternative housing models.	Medium	CTB
R25	Sustainable & Inclusive Neighbourhood Demonstration Project	Plan and launch a demonstration project that showcases best practices in sustainable, inclusive, and mixed-use neighbourhood design.	Medium	CTB
R26	Privately Held Lands for Housing	Develop policies and tools including changes to the tax system to encourage the redevelopment of privately held vacant lands for housing.	Long	CTB
Streamlined Development Process				
R27	One-Stop Development Shop	Improve the development experience for residents and builders by launching a One-Stop Development Shop to streamline approvals, enhance customer service, and provide clear online tools and guidance materials to help navigate the process more easily.	Short	CTB
R28	Public Inventory of Lands	Develop and maintain a public inventory and map of public lands available for residential, commercial, and industrial development.	Short	CTB
R29	Land Disposal Process	Streamline City's process for disposing of and selling surplus lands.	Medium	CTB
R30	Site Plan Control Process	Review the Site Plan Control process and implement city-wide changes to make it more efficient, effective, and clear, while continuing to guide how new development fits into the community.	Medium	CTB
R31	Archaeological Management Plan	Complete an Archaeological Management Plan.	Short	CTB

Artificial Intelligence

This includes assessing opportunities to enhance service delivery, improve decision-making, streamline workflows, and support data-driven planning, digital services, public engagement tools, and economic development.

Spotlight:

Driving Investment Attraction to Grow the Local Economy

A strong and resilient economy depends on the ability to attract, retain, and expand business investment. Investment attraction strengthens Thunder Bay’s tax base, creates local employment, and improves commercial and industrial strength.

Advancing smart growth through investment attraction means positioning Thunder Bay as investment-ready, while strategically targeting sectors and opportunities that deliver the greatest long-term value to the community.

A key driver of business attraction is having land that is available, serviced, and ready for development. The City’s actions to activate commercial and industrial lands (see Spotlight: Activating Lands) lay this groundwork by preparing development-ready sites. Building on that foundation, the focus now shifts to proactively pursuing new investment and aligning opportunities with Thunder Bay’s strengths.

- R5 – Innova Business Park Review:** A fresh review of development guidelines will confirm alignment of Innova Business Park with current market opportunities and CEDC priorities. Updating policies and removing barriers will help accelerate development and attract businesses to this important hub.
- R1 – City-Wide Growth Community Improvement Plan (CIP):** Implement the recently approved city-wide CIP to provide targeted incentives that support business attraction. This tool complements land activation efforts by encouraging strategic development in commercial and industrial areas.
- A13 – Targeted Investment:** Developing a sector-based strategy for investment attraction will allow Thunder Bay to focus on high-potential industries, strengthen existing clusters, and pursue opportunities where the city has competitive advantages.

This approach reflects smart growth by aligning investment attraction with efficient land use, long-term sustainability, and community benefit.

Together, these actions build the foundation for a stronger and more diversified economy. By aligning land readiness with targeted investment attraction, the City will strengthen its role as a competitive business destination, expand its commercial and industrial tax base, and create new employment opportunities for residents.

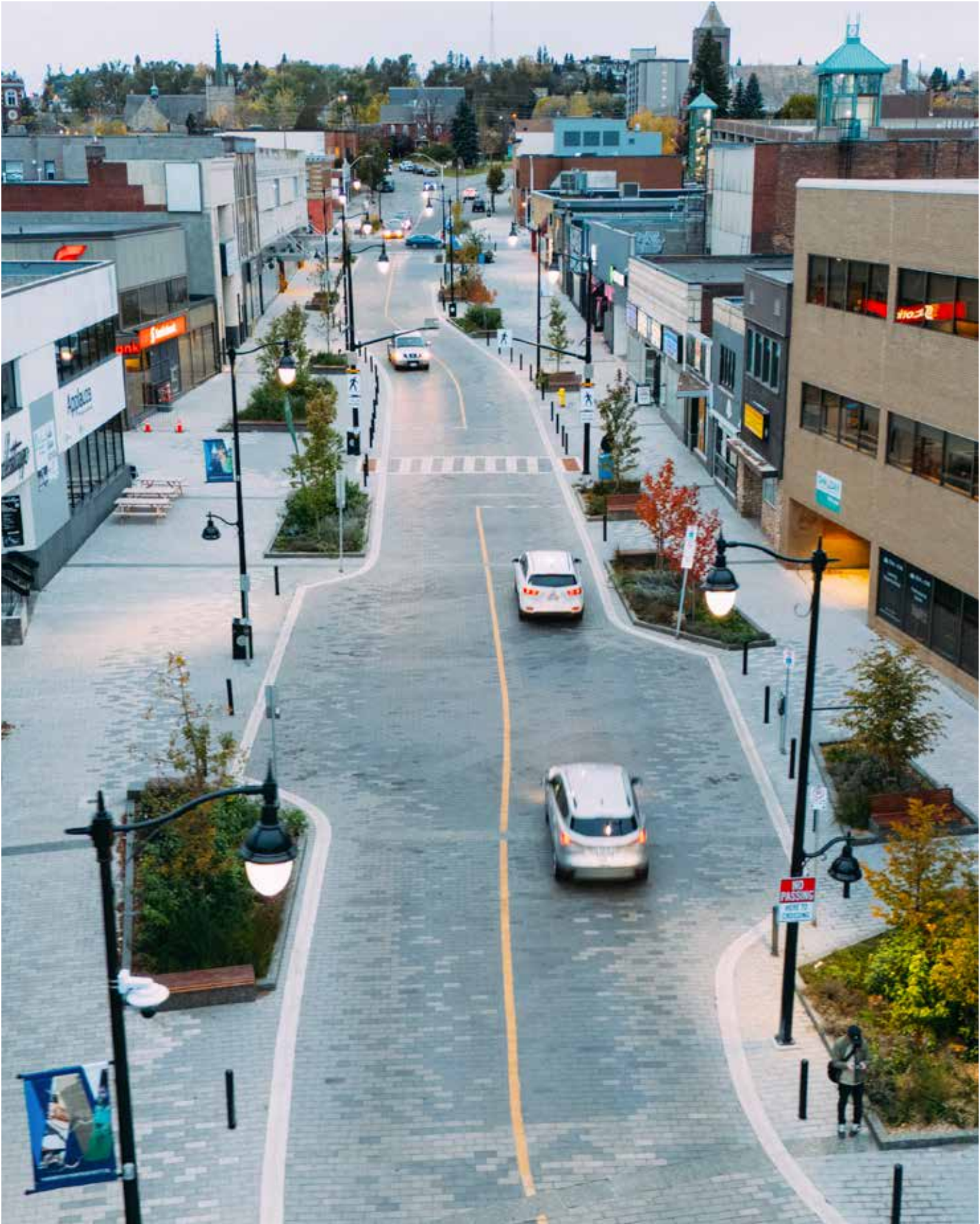


Aerial view of Innova Park.

© City of Thunder Bay

Readiness: Focus on Preparing for Growth

Name		Action	Timeline	Lead
Sustainable & Inclusive Growth				
R32	Coordinated Community Response to Homelessness	Work with partners and other orders of Government to implement the long-term solutions to address homelessness.	Short	CTB
R33	Green Development Standard	Recognizing recent changes to Provincial legislation, explore possible options for Green Development Standards.	Short	CTB
R34	Potential for Urban Reserve Partnerships	Engage with Fort William First Nation and other Indigenous partners to explore the potential for a mutually beneficial urban reserve.	Long	CTB
Growth-Ready City Services				
R35	City Development Standards to Support Growth Opportunities	Review City standards, including the Engineering & Development Standards and Parks & Open Spaces Design Guidelines to identify opportunities to support growth.	Short	CTB
R36	City Grants Alignment with Growth Objectives	Review municipal grant and funding programs for alignment with the City’s growth objectives and adjust as needed.	Short	CTB
R37	Artificial Intelligence	Develop and implement a framework to adopt artificial intelligence (AI) solutions across municipal operations.	Short	CTB
R38	City By-Law Review	Conduct a growth-focused review of municipal by-laws to identify opportunities to support growth.	Medium	CTB
R39	Official Plan & Zoning By-Law Review	Conduct a review of the City’s Official Plan and Zoning By-law to identify further updates that support increased housing density, infill, mixed-use development, and targeted growth.	Medium	CTB
R40	Development Charges	In consultation with the development community, complete background studies and prepare a policy framework to support the potential introduction of Development Charges, with implementation no earlier than 2030.	Medium	CTB

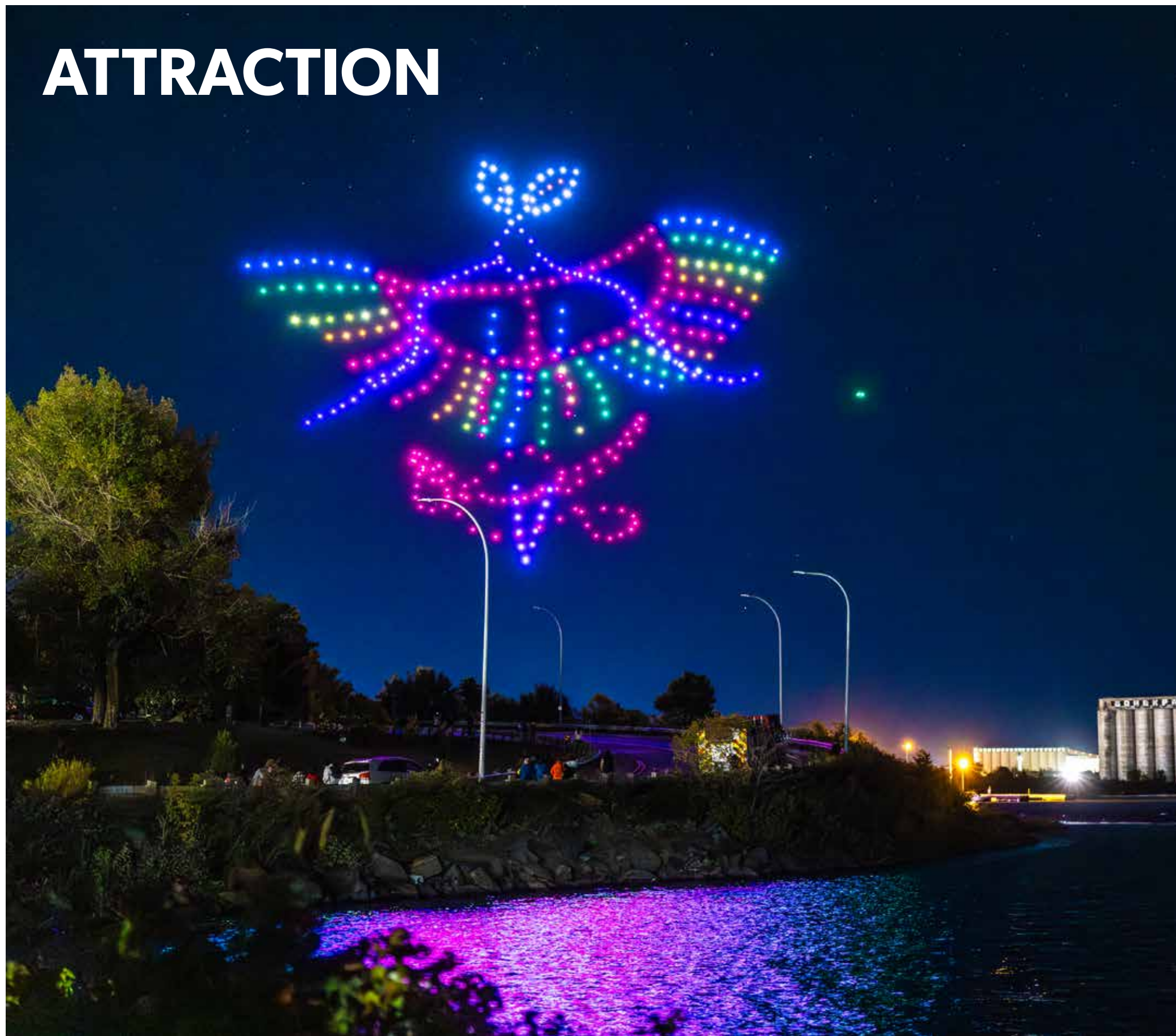


© Scott Mackay

Reconstructed Red River Road streetscape.

Readiness: Focus on Preparing for Growth				
Name		Action	Timeline	Lead
Growth-Enabling Infrastructure				
R41	Infrastructure Capacity for Growth	Assess the capacity of existing municipal and non-municipal infrastructure, including the Water Treatment Plant, to support future growth, integrate growth objectives into the City’s Asset Management Plan, and identify future upgrades needed in overall capacity or to address localized servicing gaps.	Short	CTB
R42	Energy Capacity & Independence	Assess current and future energy needs to support growth and identify priority areas for investment in energy infrastructure. Explore innovative solutions to improve local energy capacity and independence including: - Renewable energy, including solar power and biomass projects - Grid enhancement and modernization, including transmission - Expanding existing generation capacity - Partnerships with First Nations, industry, and educational institutions.	Short	Synergy North
R43	Business Event Hosting Capacity	Evaluate opportunities to grow Thunder Bay’s capacity to host business events - including options that support cultural programming and other non-business events.	Short	CEDC
R44	Expressway Upgrades & the Northwest Arterial	Continue to work with the Provincial Government to advance upgrades to the Thunder Bay Expressway, alongside the planning and development of the Northwest Arterial.	Medium	CTB
R45	Sleeping Giant Parkway to Central Avenue	Construct a road extension of Sleeping Giant Parkway to Central Avenue to support improved connectivity - enabling further development along Waterfront.	Medium	CTB
R46	Feasibility of Small Modular Reactors (SMRs)	Collaborate with regional partners, Indigenous communities, and energy experts to assess the potential of SMRs as a sustainable, low-emission energy source to support growth.	Medium	Synergy North
R47	Ground Level Rail Crossing (Red River Road at Prince Arthur’s Landing)	Work with the railway to potentially construct a ground level pedestrian rail crossing at the base of Red River Road into Prince Arthur’s Landing to support accessibility to public places and connectivity.	Long	CTB

ATTRACTION



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Drone show image of a jingle dress dancer.



Attraction: An Inviting Place to Live, Visit, Invest, and do Business

Attraction is about making Thunder Bay a place where people want to be. It means creating active downtowns, welcoming public spaces, and a strong community identity that inspires pride and connection. It is about bringing the community together to strengthen the appeal of Thunder Bay - making it a city where people choose to live, connect, visit, invest, and build a future.

To support attraction, this pillar focuses on areas such as:

- Revitalizing the downtown and waterfront areas to bring life to key public spaces
- Enhancing the city's image and beautification to promote community pride and appeal
- Building a welcoming community that embraces diversity
- Offering events and recreation opportunities for all
- Taking action to improve community safety and wellbeing
- Improving transportation options to increase accessibility, connectivity and mobility
- Promoting a high quality of life through thoughtful planning and community-focused initiatives

Spotlight:

Creating Vibrant Community Spaces that Draw People In

The character of a city is often expressed through its public spaces. A strong community is demonstrated in the vitality of its streets, the quality of its gathering places, and the pride of its residents.

Through the Attraction Pillar, the Plan supports both transformative capital projects and everyday enhancements that make Thunder Bay more welcoming and inclusive.

The following actions highlight how the Plan is working to strengthen the appeal of public spaces. Each aligns with smart growth principles, promoting thoughtful urban design, walkable destinations, and inclusive public spaces that enhance, community pride and economic vitality.

- **A2/A3 - Revitalization Plans for the North & South Cores:** Downtowns are the cultural and economic hearts of the city. Revitalization plans for the North and South Cores will support local business, renew infrastructure, and encourage housing and public uses such as events and markets. This action will help create complete, connected neighbourhoods that attract investment and activity.
- **A4 - Pool 6 Lands Development:** Building on past studies and community input, this action will transform the former Pool 6 lands into a dynamic waterfront destination that supports recreation, tourism, and economic activity, positioning it as a landmark asset.
- **A8 - City-Wide Beautification Strategy:** Consistent investment in public realm improvements – including graffiti removal, litter cleanup, public art, and landscaping improvements elevates the appearance and pride in public spaces. This action will prioritize key image routes, downtowns, and civic entry points.

Together these actions reinforce a shared goal: to build a city that is visually compelling, inclusive and alive with activity - a place where people want to live, invest, visit and connect.



© Epica Pictures

Table 2: Attraction Action List

Attraction: Focus on Making Thunder Bay More Inviting				
	Name	Action	Timeline	Lead
Downtown & Waterfront Revitalization				
A1	Reimagine Victoriaville	Complete the Victoriaville Mall site project, developing a vibrant public space that supports retail and cultural spaces.	Short	CTB
A2	South Core Revitalization Action Plan	Recognizing the previous work done on this initiative and leveraging the demolition and reimagining of Victoriaville Mall, develop an action plan to revitalize Thunder Bay's south core.	Short	CTB
A3	North Core Revitalization Action Plan	Recognizing the previous work done on this initiative and leveraging the recent improvements to Red River Road, Court Street, and the Waterfront, develop an action plan to enhance Thunder Bay's north core.	Short	CTB
A4	Pool 6 Lands Development	Develop a vision and action plan for the Pool 6 lands, building on the CEDC's Highest and Best Use Study and recent public engagement.	Short	CTB
A5	Waterfront Buildings	Explore options to maximize the use of municipally owned buildings located at Prince Arthur's Landing to promote public use of the waterfront.	Short	CTB
A6	Marina Park Festival Area	Complete the renewal and enhancement of the Marina Park festival area.	Medium	CTB
A7	Parking Strategy	Review the City's parking strategy by evaluating parking availability, accessibility, pricing, and the impact on local businesses.	Medium	CTB
City Image				
A8	City-Wide Beautification Strategy	Develop and implement a city-wide beautification strategy to improve cleanliness and appearance through litter cleanup, graffiti removal, landscaping, public art and other enhancements. Prioritize efforts in core areas, public spaces, major entry points, and image routes.	Short	CTB
A9	Vacant & Dilapidated Building Program	Implement a program to bring vacant, underused and dilapidated buildings back into productive use through a mix of incentives, regulations, and partnerships.	Short	CTB
A10	Façade Improvement	Enhance the current initiatives available for façade improvement throughout the city.	Short	CTB

“ My family and I were warmly welcomed here. We built a new life surrounded by nature, kindness, and the warmth of new friends. Thunder Bay's sunsets over Lake Superior remind me every evening that we made the right choice. ”

- LIZZIE GONZALEZ, LOCAL RESIDENT

Spotlight:

Transforming Public Transit to Connect a Growing City

Mobility is a cornerstone of sustainable urban growth. A reliable, inclusive transit system supports access to employment, education, healthcare, and social connection - especially for those without access to a vehicle.

Transit emerged as a leading public priority through consultations on the Smart Growth Action Plan. Residents highlighted the importance of making transit more efficient, accessible, and responsive to their needs.

Highlighted Action:

- **A34 - Thunder Bay Transit:** Transit service changes to better meet a growing community's needs, including closing service gaps, optimizing routes, improving rider experience. Thunder Bay transit should be a safe, reliable, convenient, and affordable option for residents of all ages and backgrounds while reducing greenhouse gas emissions.

Reliable public transit strengthens the local workforce by connecting people to jobs efficiently and affordably. For employers, especially in sectors with shift work or non-traditional hours, strong transit options help attract and retain staff by making it easier for workers to arrive on time and ready to contribute. A well-connected transit system supports business continuity and expands the talent pool available to employers.

Although listed under the Attraction Pillar, this action contributes across all three pillars:

- **Readiness:** Aligns mobility infrastructure with areas targeted for growth.
- **Talent:** Improves access to jobs, education and services.
- **Attraction:** Strengthens connectivity and quality of life

These efforts will help shape a transit system that connects people to opportunity, and supports a growing, inclusive and vibrant city.



© City of Thunder Bay

“What I love the most about Thunder Bay is the pace of life. It's unhurried in the best way – people take time to connect.”
- SUSHITA GURUNG, LOCAL RESIDENT

Attraction: Focus on Making Thunder Bay More Inviting

	Name	Action	Timeline	Lead
A11	Branding the City	Develop and launch a refreshed city brand and marketing strategy.	Short	CTB
A12	Thunder Bay Lifestyle Promotion Campaign	Grow the CEDC lifestyle-focused marketing campaign, highlighting Thunder Bay's short commutes, vibrant food and arts scene, after-work experiences, and access to nature.	Short	CEDC
A13	Targeted Investment	Develop a sector strategy for business development, expansion and investment attraction.	Short	CEDC
A14	Urban Design Guidelines	Implement Urban Design Guidelines prioritizing improvements to the north-south civic connection along Memorial Avenue.	Medium	CTB
Welcoming Community				
A15	Welcoming Community Action Plan	Develop and implement a Welcoming Community Action Plan focused on making new residents feel at home and connecting them with the information, services, and supports they need to thrive.	Short	CTB
A16	Newcomer Welcome Centre	Building on existing community programs and services, provide comprehensive, centralized supports for new residents through a newcomer welcome centre. The centre will offer orientation, housing and employment navigation, language and cultural support, and connection to local programs.	Short	Thunder Bay Multicultural Association
A17	Supporting First Nations Youth	Support coordination among youth-serving partners and leaders to assist First Nation youth relocating to Thunder Bay for schooling.	Short	CTB
A18	Indigenous Naming & Design	Collaborate with Indigenous communities to develop a policy to reflect cultural diversity in place naming, public space design, and storytelling.	Short	CTB
A19	Indigenous Cultural Spaces	Find opportunities to support the creation of more Indigenous public spaces, such as cultural centres and healing lodges.	Short	
Events & Recreation				
A20	Recreation and Tourism Attractions	Encourage the development of privately-owned major attractions, bringing together recreation, tourism, and business activity.	Ongoing	CEDC
A21	Tourism Master Plan	Develop a Tourism Master Plan focussing on local and regional tourism assets.	Short	CEDC

Spotlight:

Fostering Recreation & Culture

Recreation and cultural experiences play a central role in defining the city's identity. They enrich daily life, strengthen community pride, and showcase the diversity and creativity of the community.

Through engagement on this Plan, residents expressed pride in Thunder Bay's lively food scene, diverse event offerings, and unique cultural festivals - including free waterfront concerts.

The Attraction Pillar includes strategic investment in recreation and culture by renewing public infrastructure and bolstering support for community events. These actions help make Thunder Bay a more inclusive and appealing place to live, work and visit. They also support smart growth by maximizing the value of public assets, activating public spaces, and enhancing quality of life.

The following actions provide a snapshot of how the Plan will support a vibrant cultural life and renew community infrastructure to meet evolving needs. Each supports smart growth by fostering connections, increasing access, and encouraging thoughtful use of space:

- **A30 – Recreation & Parks Master Plan:** A new plan will review parks and recreation infrastructure and services and respond to evolving community needs. This includes exploring opportunities for indoor activities for all ages, including gymnasium and court sports.
- **A32 – Major Event Arena:** A new large-capacity event arena will boost Thunder Bay's ability to attract premium concerts and cultural events, as well as major sporting competitions, supporting tourism, economic activity and civic pride.
- **A28 – Local Festivals & Events:** To support community-driven events, funding will be expanded and permitting and vendor support will be reviewed and improved.

Along with other actions under the Attraction Pillar, these steps build on existing success to support cultural life. Inviting public spaces and diverse programming will help draw people in, activate downtown areas, and stimulate surrounding investment.



© Chordon Photography



© Chordon Photography



© Tourism Thunder Bay

Attraction: Focus on Making Thunder Bay More Inviting

	Name	Action	Timeline	Lead
A22	Multi-Use Indoor Turf Facility	Complete construction of the multi-use indoor turf facility to support a variety of sports, events, functions and recreational activities.	Short	CTB
A23	Centennial Botanical Conservatory	Complete the revitalization of the Centennial Botanical Conservatory to enhance its educational, environmental, cultural and aesthetic value.	Short	CTB
A24	Cultural Event Promotion	Celebrate Thunder Bay's diverse population and multicultural heritage by expanding promotion of local festivals, events, and cultural spaces to residents and visitors.	Short	CTB/Partners
A25	Event Equipment Lending Program	Review the fee structure, usage policies, and maintenance plan for the City's recreation and event equipment.	Short	CTB
A26	Sport Tourism Strategy	Develop a Sport Tourism Strategy to guide future investment and initiatives, to support an increased number of successful regional and national sporting events.	Medium	CEDC
A27	Event-Hosting Strategy	Update the City's Event-hosting Strategy to help attract major cultural, entertainment, and sporting events.	Medium	CTB
A28	Local Festivals & Events	Expand event and vendor support and work to improve permitting processes to help local festivals and events grow.	Medium	CTB
A29	Annual Thunder Bay Showcase	Explore the opportunity to launch an annual showcase highlighting local music, food, arts, Indigenous cultures, and sport, positioning the event as a signature attraction.	Medium	CTB
A30	Recreation & Parks Master Plan	Develop an integrated recreation and parks master plan focusing on additional opportunities for indoor court sport and year-round activities for all ages.	Medium	CTB
A31	Arena Renewal Plan	Develop an arena renewal plan to modernize and right-size arenas.	Medium	CTB
A32	Major Event Arena	Plan for a new major event arena, with capacity to host major sporting competitions, concerts, and community events with a target seating capacity of 5000.	Long	Public-Private Partnership

Spotlight:

Welcoming Community

Thunder Bay's future growth depends in large part on attracting and retaining new residents to the city, whether they are coming from northern communities, elsewhere in Canada, or from around the world.

New residents can face significant barriers integrating into the community. To help make all feel welcome and set up for success, actions under the Attraction Pillar focus on expanding new resident services and cultural supports, as well as building a welcoming culture.

- **A15 – Welcoming Community Action Plan:** A plan developed in collaboration with local services will identify gaps and actions to make new residents feel at home and provide easy access to the information, services, and supports they need to thrive.
- **A16 – Newcomer Welcome Centre:** Building on existing community services, a welcome centre supports new residents by helping them integrate into the community, find relevant services, and make employment and social connections. Making Thunder Bay a place people want to stay supports smart growth and the goals of this plan.

Through public consultation and meeting with focus groups, this plan addresses the growing demand in services new residents require to succeed in Thunder Bay.



© CEDC

Community Safety & Well-Being

Growth cannot be sustained without safety and well-being as a focus. For Thunder Bay to thrive, every resident must feel secure, connected, and supported. The City of Thunder Bay's Community Safety and Well-Being (CSWB) Plan sets this foundation by identifying challenges residents face, and by guiding supports that help people live with dignity, stability, and opportunity. The Smart Growth Action Plan builds on this foundation so that equity, belonging, and opportunity remain central as Thunder Bay grows.

Community safety is both a measure of progress and a necessary condition for growth. Safe streets and welcoming spaces attract new residents and visitors, support vibrant business districts, and enable young people to see their future here. Safety and well-being are essential across every pillar: readiness, attraction, and talent. Together, the CSWB Plan and the Smart Growth Action Plan will move Thunder Bay toward a more resilient, inclusive, and welcoming future.

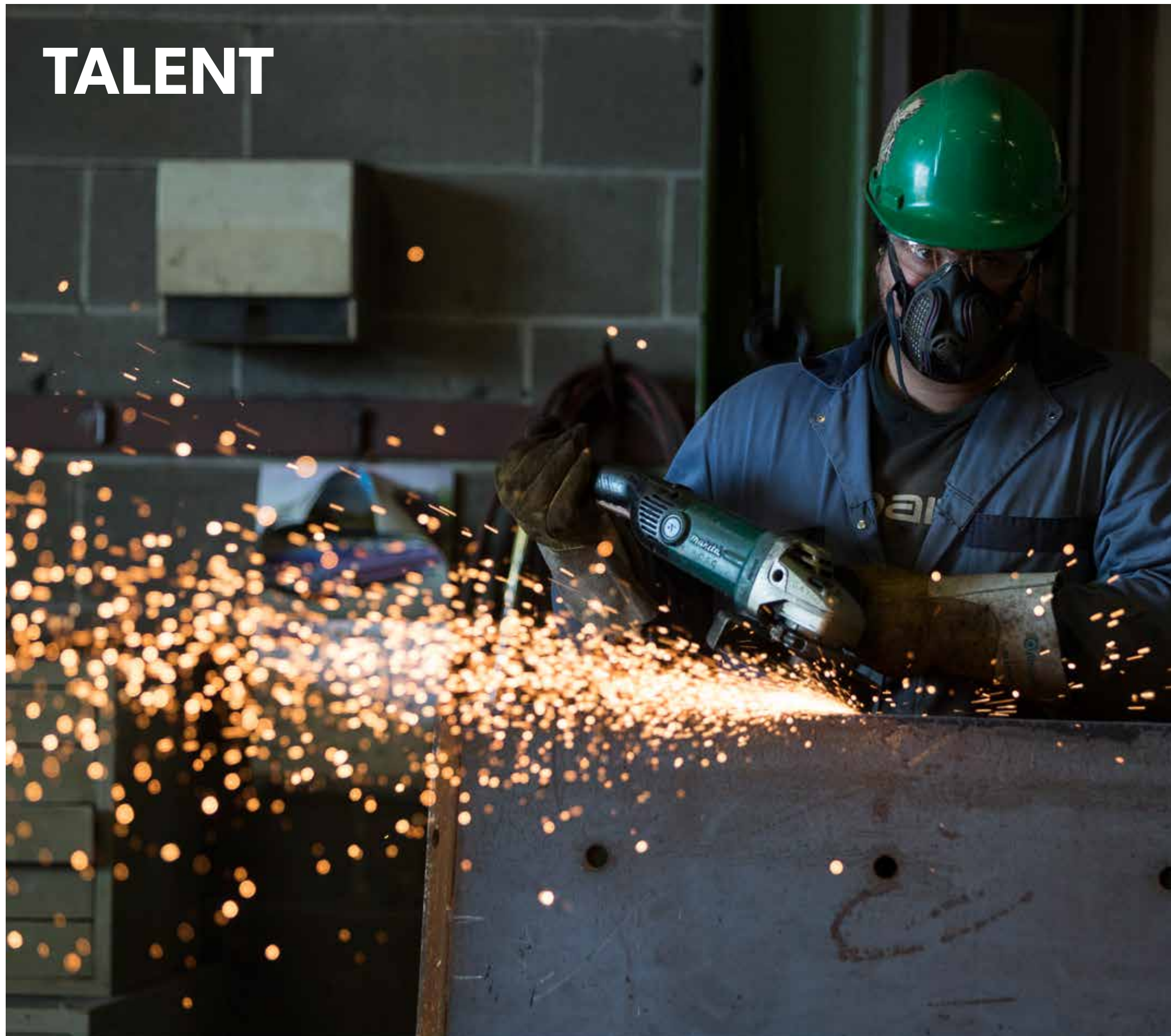


© City of Thunder Bay

Attraction: Focus on Making Thunder Bay More Inviting

Name	Action	Timeline	Lead	
Transportation				
A33	Active Transportation Network	Expand and connect Thunder Bay’s sidewalks, trails, and bike routes to support mobility, sustainability, and community well-being.	Ongoing	CTB
A34	Thunder Bay Transit	Transform Thunder Bay Transit to better meet community needs by addressing service gaps, optimizing routes, and enhancing the rider experience.	Short	CTB
A35	New Transportation Options	Explore alternative forms of transportation that could fill the gap between public transit and car ownership, such as car sharing, micro transit, e-bikes, e-scooters, and mobility hubs.	Short	CTB
A36	Airport Access & Regional Connectivity	Work with partners to improve flight access, explore international connections, and develop logistics hubs to support tourism, trade, and business growth across the region.	Medium	Thunder Bay Airport
Quality of Life				
A37	Community Safety & Well-Being Plan	Update the Community Safety & Well-Being Plan to develop enhanced, evidence-informed substance use and crime-prevention strategies.	Short	CTB
A38	Childcare Capacity Action Plan	Work with the Thunder Bay DSSAB and community partners to create a childcare action plan that increases access to affordable spaces, grows the local childcare workforce, and supports innovative models like employer-supported care.	Short	CTB
A39	City-Led Health Clinic	Explore the opportunity and business case for a City-led medical centre that would host family doctors and other medical services, to improve local healthcare access.	Medium	CTB
A40	Veterinary Care	Explore strategies to improve access to veterinary care in Thunder Bay, building on Lakehead University’s new Collaborative Doctor of Veterinary Medicine Program.	Medium	Confederation College / Lakehead University
A41	Digital Connectivity	Tbaytel to support all new developments with Fibre and 5G.	Ongoing	Tbaytel
A42	Public WiFi	Tbaytel to assess public WiFi coverage and invest in larger venues determined in conjunction with the city.	Short	Tbaytel

TALENT



© CEDC

A worker at Coastal Steel Construction.



Talent: Developing and Retaining a Skilled and Diverse Workforce

Talent is about building a city where people see a future for themselves. It means creating a Thunder Bay where people choose to build their careers, where graduates find opportunities, and local talent and people new to Thunder Bay are set up to succeed. This pillar focuses on growing a strong and diverse workforce to drive sustainable growth and prosperity.

To support talent, this pillar focuses on areas such as:

- Attracting and retaining talent to grow a resilient, future-ready workforce
- Strengthening education and training opportunities across sectors
- Promoting careers in the skilled trades to support a growing sector
- Identifying and supporting talent gaps in key growth sectors

Spotlight:

Attracting and Retaining People Who Power Growth

A strong economy depends on people - skilled, motivated, and connected. Thunder Bay must compete for new talent while also retaining and supporting those who already live and work here.

The Talent Pillar focuses on strengthening attraction and retention of new residents by addressing key gaps in visibility, support, and quality of life. These efforts are essential to growing a resilient and diverse workforce that can help drive sustainable prosperity.

The following actions highlight a full-circle approach to workforce growth - drawing people in, helping them stay, and building the connections they need to succeed.

- **T1 - Employment Opportunity Promotion:** By increasing visibility through targeted outreach, and partnerships, the CEDC will support efforts to attract and retain a diverse workforce.
- **T3 - Relocation & Onboarding Package:** New workers and their families will be better supported through a centralized resource that provides guidance on housing, schools, community services, and integration.
- **T14 - Economic Immigration Pathways:** Advocate for partnerships with federal and provincial governments to expand immigration pathways that bring skilled new residents to the region.
- **T15 - Healthcare Recruitment Efforts:** Targeted recruitment in high demand sectors helps support Thunder Bay's health services.

Together, these actions reinforce a smart, inclusive approach to growth, cultivating a strong local workforce, making Thunder Bay a place where people choose to build their careers.



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Table 3: Talent Action List

Talent: Focus on Building a Skilled & Diverse Workforce				
Name		Action	Timeline	Lead
Attraction & Retention				
T1	Employment Opportunity Promotion	Increase the visibility of local job opportunities through targeted outreach and partnerships with employers.	Ongoing	CEDC
T2	Welcome Guide	Develop a Welcome Guide to help new workers and their families settle in Thunder Bay by providing information on housing, schools, services, and community life.	Short	CEDC
T3	International Credentials/ Experience	Explore opportunities and partnerships to support employers and hiring managers in understanding international credentials and work experience.	Short	CEDC
T4	Young Professional Networks	Partner with community organizations, employers, and educational institutions to support young professional networks and expand opportunities for connection, skill-building, and community involvement.	Short	Thunder Bay Chamber of Commerce
T5	Spousal Job-Matching Program	Explore the feasibility of a spousal job-matching program to help attract and retain talent relocating to Thunder Bay.	Medium	CEDC
Education & Training				
T6	Post-Secondary Program Alignment	Align and enhance local post-secondary program offerings, working with economic and employment agencies to identify labour force gaps and future job opportunities.	Ongoing	Confederation College / Lakehead University
T7	Youth Development & Entrepreneurship	Expand youth development and entrepreneurship opportunities.	Short	CEDC / Thunder Bay Chamber of Commerce
T8	Research Partnerships & Co-op Placements	Grow research partnerships and create more co-op and experiential learning placements, helping students connect with local businesses and find opportunities within Thunder Bay.	Short	Confederation College / Lakehead University
T9	Career Pathways	Strengthen pathways to local careers for post-secondary students and recent graduates by exploring programs like a talent accelerator, mentorships, bursaries, and work placements aimed at increasing graduate retention and filling workforce gaps in key sectors.	Medium	Confederation College / Lakehead University

“What truly sets this city apart is its diversity and rich cultural landscape. Through school, community events, and friendships, I was constantly learning about different cultures, traditions, and ways of life... It makes Thunder Bay a place where everyone can feel seen and valued.”

- VANESSA NICHOLS, LOCAL RESIDENT

Spotlight:

Growing Local Talent to Power Long-Term Growth

Attracting new workers is essential, but so is investing in the people who already call Thunder Bay home. Long-term success depends on how residents are supported to grow, adapt, and thrive in a changing economy.

Through the Talent Pillar, the Plan focuses on workforce development actions that empower residents - particularly youth, students, and underrepresented groups - through education, partnerships, and inclusive access to opportunity.

The following actions demonstrate how Thunder Bay will grow its future workforce from within, helping residents gain the skills and pathways to succeed.

- **T5 - Career Pathways:** Strengthening local career pathways, including internships, job placements, and early-career opportunities that align with their field of study – will help with retention. Building strong connections between education and employment helps students build careers - and lives - in Thunder Bay.
- **T8 - Research Partnerships & Co-op Placements:** Strengthening collaboration between post-secondary institutions and local businesses will expand experiential learning, helping students develop in-demand skills and local networks.
- **T10 - Skilled Trades Career Promotion:** Hands-on workshops, apprenticeships, and partnerships with trade unions and Indigenous organizations will help reduce barriers and grow a skilled labour force in key industries.
- **T13 - Indigenous Talent Pathways Programs:** By creating training-to-employment pipelines for Indigenous youth and community members, this action supports inclusive workforce development.

These initiatives reflect a commitment to growing Thunder Bays future from within, creating a skilled, diverse, and resilient workforce that can support long-term growth and innovation.



© CEDC

Talent: Focus on Building a Skilled & Diverse Workforce

	Name	Action	Timeline	Lead
Skilled Trades				
T10	Skilled Trade Career Promotion	Promote and deliver skilled trades career opportunities by partnering with employers, trade unions, educators, and Indigenous and newcomer organizations to offer hands-on workshops, reduce barriers, and connect job seekers to apprenticeships and employment in key growth sectors.	Medium	Training Institutions
T11	Skilled Workforce Training Program	Establish a local skilled workforce training program such as Common Core focused on key industries including mining, collaborating with local trade unions, educational institutions, and Indigenous organizations.	Medium	Training Institutions
T12	Green Economy Training	Build a future-ready workforce by advocating for the development of local green economy training programs.	Long	Confederation College
Key Sectors & Strategic Opportunities				
T13	Indigenous Talent Pathways	Support Indigenous talent pathways that create training-to-employment opportunities for Indigenous youth and other community members, with a focus on key growth sectors.	Short	Confederation College
T14	Economic Immigration Pathways	Advocate for expanded economic immigration pathways to attract newcomers and fill local labour gaps.	Short	CEDC / Thunder Bay Chamber of Commerce / CTB
T15	Healthcare Recruitment Efforts	Review healthcare recruitment efforts in partnership with health, long-term care and education organizations to help meet current and future staffing needs.	Short	Thunder Bay Regional Health Sciences Centre / CEDC / St. Joseph's Care Group
T16	Business Succession	Enhance business succession planning through new programs and services delivered through the CEDC.	Medium	CEDC
T17	Differentiated recruitment and retention solutions for Northwestern Ontario	Advocate for differentiated recruitment and retention solutions that will attract and keep Health Human Resources in the City and the region. Including streamlined licensing and training pathways for internationally trained healthcare professionals to help address local shortages.	Short	Thunder Bay Regional Health Sciences Centre

Part 3:

Delivering Results

Achieving real progress will require strong leadership, broad collaboration, and a commitment to results. Bringing this Plan to life will involve leadership from the City, the CEDC, and a wide range of community partners. Some of the identified actions are already in progress, while others will require additional planning, coordination, or investment.

Role of the City of Thunder Bay

As the Plan moves forward, the City will integrate priority actions into capital planning, infrastructure investment, policy development, and service delivery - helping to position Thunder Bay for sustainable growth.

The City drives sustainable growth by:

- Delivering and planning infrastructure and policy frameworks that guide and manage growth.
- Modernizing development approvals and creating the conditions for a strong workforce and economy.
- Setting a vision for a resilient, inclusive and attractive Thunder Bay, welcoming investment, supporting residents and building long-term prosperity

Role of the CEDC

The Thunder Bay Community Economic Development Commission (CEDC) is the city's lead economic development agency, guided by an independent board. As champions for local growth anchored in three pillars – Business, Community, and Tourism – with clear strategies to raise Thunder Bay's profile as a place to do business, invest, live, work, and visit. We developed an Economic Growth Assessment (Appendix B) to help inform both the Smart Growth Action Plan and help us to advance our own 2026–2030 Strategic Action Plan. We are committed to delivering on the priorities of the City's Smart Growth Action Plan, playing a central role in attracting investment, supporting business expansion, and welcoming new residents and visitors – while the City creates the policies and environment that make growth possible.

We advance sustainable growth by:

- Attracting investment, innovative businesses, visitors, and new residents to our thriving community
- Building a dynamic and inclusive local economy centered on natural resources, workforce development, tourism, community resilience, and business support

Role of Task Force Growth

Task Force Growth will continue into the implementation phase as a strategic advisor and champion of collective progress. Its ongoing role will include:

- Providing leadership and coordination to maintain momentum across sectors
- Providing insight and guidance on implementation progress and potential barriers
- Tracking outcomes and help develop shared indicators to measure impact
- Promoting collective participation by encouraging engagement across the community

The City and Task Force Growth will continue to engage the public and stakeholders through implementation.

Tracking Progress

To monitor and evaluate the success of the Plan, the City has established a comprehensive framework of Key Performance Indicators (KPIs) and Performance Indicators (PIs). These include both leading and lagging indicators that offer clear, measurable insights into progress toward key growth objectives.

KPIs such as Annual Population Growth and Annual Property Tax Base Growth provide tangible benchmarks to track progress in achieving key targets. Additionally, the Tax Base Balance KPI is a way to measure progress in strengthening the commercial and industrial tax base, a key signal of economic and employment growth.

To complement these core measures, performance indicators (PIs) have been identified within the Plan's action items. These serve as early signals to determine whether efforts are advancing desired outcomes.

Key Performance Indicators (KPIs)

These are top-level indicators that align with growth goals of **Population**, **Employment**, and **Tax Base** growth:

Table 4: Key Performance Indicators

Category	Goal / Indicator	Target	Source
Primary Outcome (KPI)	Annual Population Growth (Leading Indicator)	1% annually	Statistics Canada
Primary Outcome (KPI)	Annual Property Tax Base Growth (Lagging Indicator)	3% annually	Municipal Property Assessment Corporation
Primary Outcome (KPI)	Tax Base Balance (Res vs. Comm/Ind Mix)	Improving	Municipal Property Assessment Corporation

Reaching these targets will not be achieved overnight. Growth takes time, and the Smart Growth Action Plan is designed to build momentum gradually. Early years will focus on establishing baselines and putting the right tools in place, while major housing, development, and investment projects mature. Over seven to eight years, these efforts are expected to compound, moving Thunder Bay toward the 3% target in new assessment growth and 1% target in population growth in a steady and sustainable way.

Performance Indicators (PIs)

Performance Indicators are specific measures used to track progress towards our KPI’s. They serve as reference points that help monitor whether actions are moving in the right direction. Importantly, performance indicators are not intended to be complete data sets, rather they act as a signal. By highlighting trends, changes, or shifts, they will allow the Smart Growth Action Plan to adjust actions as needed without requiring the exhaustive measurement of every possible variable.

Below is a list of Performance Indicators that help determine if the Smart Growth Action Plan is on track:

Table 5: Performance Indicators

Performance Indicator	Supporting Data (if relevant)	Source
Number of Development Applications Submitted	Infill Applications	CTB
Inquiries for Commercial/Industrial Lands		CTB, CEDC
Building Permits Issued for Infill and Retrofit Projects	Total number of permits	CTB
Growth Investments by COTB		CTB
CIP Applications Submitted	Funds Awarded	CTB
Event Attendance	Total Events	CTB
Marketing Campaign Reach and Engagement		CEDC
Tourism Centre Visits		CEDC
Public Transit	Ridership, Satisfaction, On Time Performance	CTB
Hotel Occupancy Night Stays	Total night stays	CEDC
Total Number of Students	High School, Post Secondary, Trade Schools	CTB
Students Enrolled in Key Employment Sectors		CTB
Number of People Employed		Statistics Canada
Labour Force Participation Rate		Statistics Canada
Unemployment Rate		Statistics Canada
Youth Unemployment		Statistics Canada
Business Starts		Statistics Canada
Housing Starts by Type	Total housing	CTB, Statistics Canada
New Commercial – Industrial Floor Space Created	Total units, sq feet	CTB
Housing Affordability Index		Statistics Canada
Rental Vacancy Rate		Statistics Canada
Average Rental Cost		Statistics Canada
Average Home Price	By Type	Statistics Canada

Average Days on Market – Housing Sales		Multiple Listing Service
Infrastructure Gap		CTB
Newcomer Welcome Centre Clients Served		Thunder Bay Multicultural Association
Public Realm Enhancements Completed		CTB
Child Care Spaces	Total spaces, new spaces	CTB
Resident Satisfaction Survey		CTB
Crime Severity Index		Statistics Canada
Perception of Safety		CTB
Household Income		Statistics Canada
Health Workforce Growth		Statistics Canada
Business Confidence Index		Thunder Bay Ventures, Lakehead University
Total Number of Air Passengers		Thunder Bay Airport
Total Value of Construction	By Sector	CTB

Success of the Plan will be measured by more than numbers. While key performance indicators such as tax base and population growth are priority metrics, progress will also be reflected in the lived experiences of residents - whether neighbourhoods feel stronger, services are improved, and public spaces are more welcoming. These qualitative measures are equally important and will influence how the Smart Growth Action Plan is assessed.

“What makes Thunder Bay truly great is the strong community spirit. There are many volunteer groups where you can meet people, connect and give back. Everyone supports one another. That is what makes this city feel like family.”

- ABHIRAM GIRI, LOCAL RESIDENT



© CEDC



Viking Polaris in the Thunder Bay harbour.

Financing the Plan

Funding and financing the Smart Growth Action Plan will require a balanced approach that combines municipal commitment with external resources. The precise share of municipal contributions is not yet known, as many actions will be delivered through partnerships or supported by external funding sources rather than funded directly by the City. Wherever possible, the City will leverage grants and programs from other orders of government, as well as investments from industry and community partners, to maximize impact and reduce the local burden.

Collaboration will be key, sharing costs, aligning resources, and pooling expertise to advance projects that benefit the whole community. Although every action in this Plan is achievable within the ten-year timeframe, success will depend on working together across sectors to sustain momentum and bring this shared vision to life.

Monitoring & Reporting

To keep the community informed and engaged, the City will:

- Track progress using clear metrics tied to each action and pillar.
- Publish annual progress updates, including highlights, challenges, and upcoming priorities.
- Adjust course as needed, based on performance, feedback, and changing conditions.
- Renew and update this Plan every two years.

Progress will be reported to City Council on an annual basis and will be shared with the community on the City's website.

These efforts will help to keep the Smart Growth Action Plan a living, accountable and impactful document – a tool the entire community can count on

Part 4: Call to Action

The Smart Growth Action Plan is not just a roadmap – it is a call to action. Success will take leadership, collaboration, and commitment across sectors and throughout the community.

Everyone has a role to play in building a more vibrant, inclusive, and resilient Thunder Bay.

What You Can Do

Whether you are a resident, community leader, business owner, or institutional partner, there are ways to get involved and help shape the city's future.

For All

- Be proud to call Thunder Bay home.
- Stay up to date through social media outlets including Visit Thunder Bay, Thunder Bay Lifestyle, the CEDC, the City of Thunder Bay, and community partners.
- Be an ambassador: Help promote Thunder Bay as a welcoming, affordable place to live and work.

For Residents

- Stay informed - Learn more at thunderbay.ca/smartgrowth and follow the City's updates.
- Share your ideas - Participate in ongoing engagement opportunities and town halls.
- Support local - Choose local businesses and services to help grow the local economy.

For Community Organizations

- Align your efforts - Consider how your programs and investments can advance Smart Growth goals.
- Collaborate across sectors - Explore opportunities to partner with other institutions, businesses, and Indigenous organizations.
- Support equity and inclusion in hiring, outreach, and service delivery.

For Businesses & Employers

- Take advantage of programs and partnerships that support growth.
- Get involved - Join working groups, contribute data or insights, or help mentor the next generation of talent.

Your efforts matter.
Thank you for helping shape
Thunder Bay!



“Thunder Bay is where worlds meet – urban energy, small-town warmth, surrounded by untamed wilderness. It’s a place of learned self-sufficiency, foraging, exploring and fishing before sunset. One minute, you’re in a city with urban opportunity and diversity; the next, you’re surrounded by the soothing silence of taiga forest and mother nature with the call of loons across clean, clear water.

Thunder Bay is comprised of families from different cultures and roots – grounded in tradition, resilience, and a shared respect for land and one another. That build character and resilience. Thunder Bay shapes hearts in deeper ways – through the enduring presence and teachings of the local Indigenous peoples whose understanding and wisdom have long nurtured this land. The Anishinaabe teachings continue to resonate and influence how we live and how we see the future of this place we call home.

Here, we don’t just consume – we contribute. Local markets thrive with unique handmade goods and local harvested foods. People walk more slowly, grow their own, and build strong roots. Our community balances growth with preservation, innovation with tradition. It’s a place where you can thrive, not just live.

Thunder Bay isn’t just a place. It’s a feeling – a blend of strength and deep-rooted connection. Pride in knowing who you are, and the peace of knowing where you come from.

This city teaches that smart, sustainable living isn’t a plan – it’s a way of life. Where cultures meet, land is honoured, and the future is built not in haste, but with care, respect, and community at its heart.”

- JOE BENVENUTO,
LOCAL RESIDENT



Appendices

Appendix A: Task Force Growth Task Force Growth

The development of the Smart Growth Action Plan has been guided by the Task Force Growth, made up of 25 community leaders and institutional partners who possess a range of expertise on economic and community growth.

Task Force members’ wealth of experience and passion for the community has been crucial in developing this plan, contributing perspectives from diverse sectors like business, education, health and social services, Indigenous economic development, transportation and utilities.

The Task Force Growth was formed in January 2025 with an initial two-year mandate. The Task Force will continue to meet after this plan is approved to review progress, provide input on implementation, and respond to emerging issues as they arise.

The City of Thunder Bay expresses sincere gratitude to members of the Task Force Growth for their continued collaboration to grow Thunder Bay.

Membership List

Chair – John Collin City of Thunder Bay	Chris Heikkinen Port of Thunder Bay	Charla Robinson Thunder Bay Chamber of Commerce
Vice-Chair – Jamie Taylor Thunder Bay CEDC	Graham Ingham Thunder Bay Airport	Adam Rose RJ Burnside & Associates
Vice-Chair – Kerri Marshall City of Thunder Bay	Jessica Logozzo Thunder Bay Regional Health Sciences Centre	Michelle Salo Confederation College
Denise Atkinson Tipi Horse Connects	Jack Mallon Royal LePage	Gillian Siddall Lakehead University
Andrew Bishop Thunder Bay Pulp & Paper	Nathanael Moulson NDRM Advisory Services	Karl Skogstad Lakehead University
Janine Black St. Joseph’s Care Group	Paul Norris Tbaytel	John Stephenson FormStudio Architects
Brian Davey Nishnawbe Aski Development Fund	Matt Pearson City of Thunder Bay	Cheryl St. James Fort William First Nation
Sean Davies Maintair Aviation Services	Kara Pratt Waterfront District BIA	
Rene Gallant Synergy North	Raechel Reed Fort William BIA	

THUNDER BAY CEDC
ECONOMIC GROWTH ASSESSMENT
2025

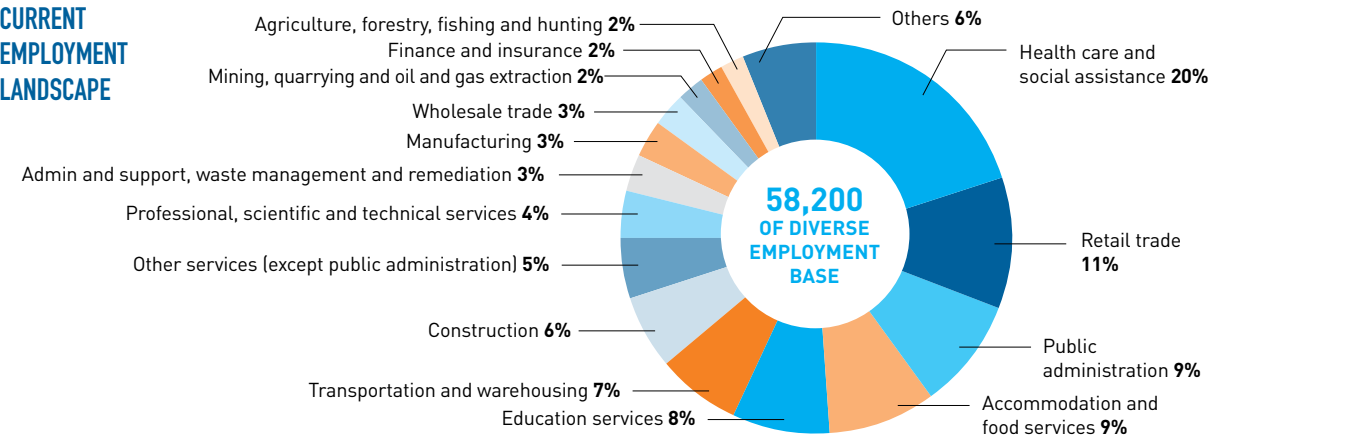
THUNDER BAY
CEDC
COMMUNITY ECONOMIC
DEVELOPMENT COMMISSION

The Thunder Bay Community Economic Development Commission (CEDC) conducted an Economic Growth Assessment and Strategy with Watson & Associates Economists Ltd. This study provides strategic recommendations grounded in fact-based analysis to ensure Thunder Bay is investment ready, competitive, and well positioned in key growth sectors over the next five years and beyond.

Thunder Bay's Strategic Assets and Value Proposition

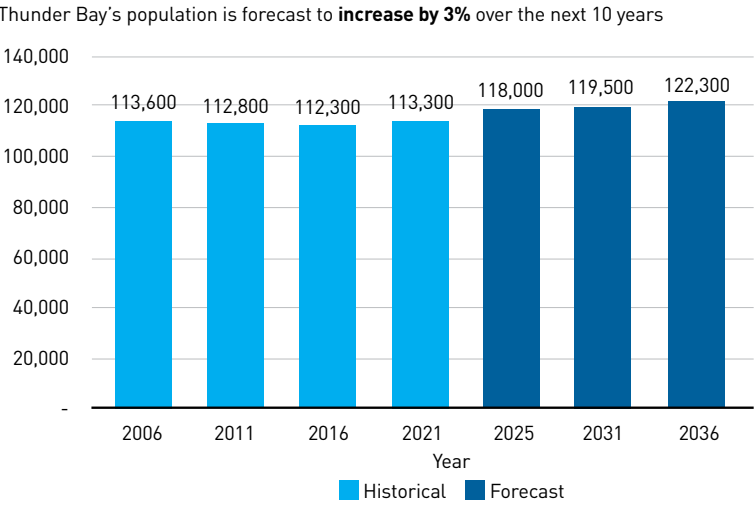
- Regional centre with a strong and diverse industrial market, office and retail commercial market, and institutional sector represented by a wide range of industry sectors and business sizes
 - Wide range of transportation assets – major highways, rail links, major airport, and port facilities
- High concentration of post-secondary institutions
 - Businesses and entrepreneurs have access to a variety of capital and financial incentives, as well as business support

CURRENT
EMPLOYMENT
LANDSCAPE

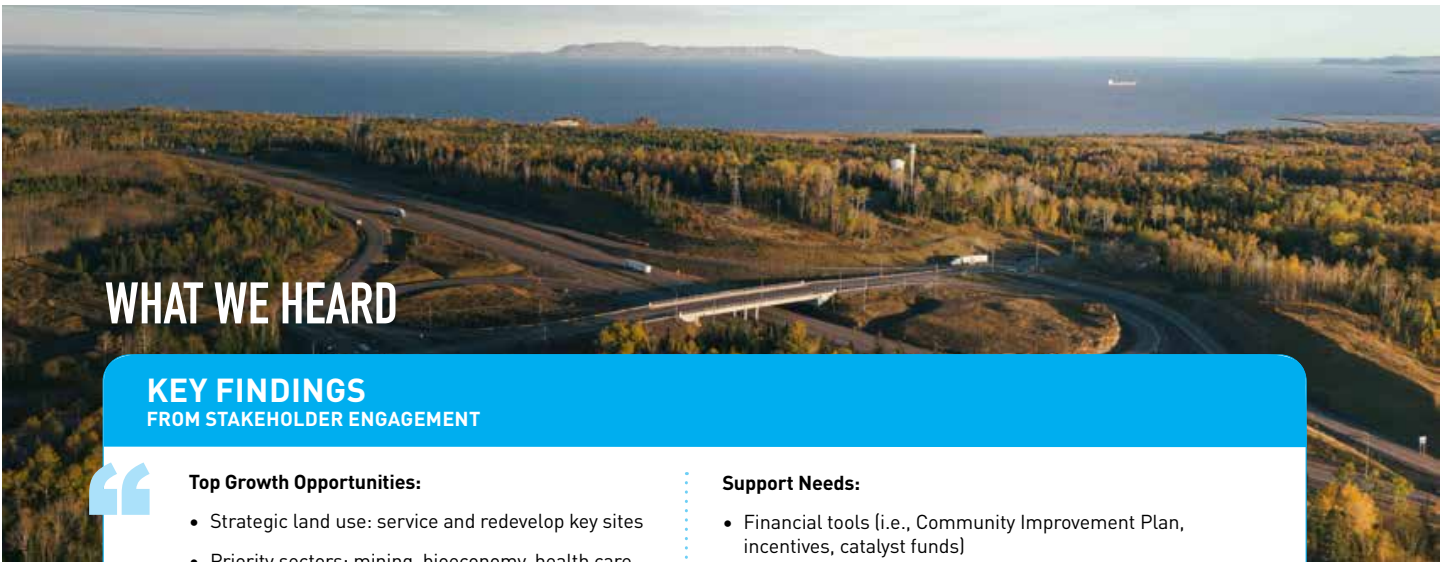
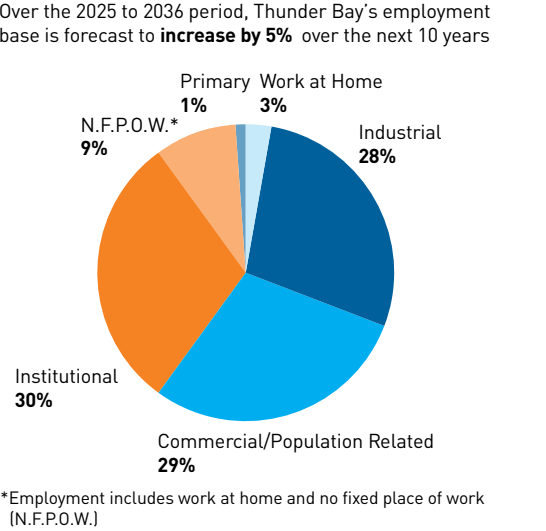


WITHOUT TARGETED ACTIONS, GROWTH IS LIMITED

THUNDER BAY'S POPULATION GROWTH OUTLOOK



THUNDER BAY'S EMPLOYMENT GROWTH OUTLOOK



WHAT WE HEARD

KEY FINDINGS
FROM STAKEHOLDER ENGAGEMENT

Top Growth Opportunities:

- Strategic land use: service and redevelop key sites
- Priority sectors: mining, bioeconomy, health care, tourism, education
- Quality of life: downtown revitalization, cultural and tourism development

Barriers to Growth:

- Land: lack of shovel-ready land
- Workforce shortages: skilled trades, health care, STEM (Science, technology, engineering and mathematics), aging population
- Reputation and infrastructure: image issues, aging system

Support Needs:

- Financial tools (i.e., Community Improvement Plan, incentives, catalyst funds)
- Workforce training and immigration supports
- Business mentorships, streamlined approvals, small and medium-sized enterprises support

Top Economic Development Priorities:

- Investment and business attraction
- Workforce and talent development
- Land and infrastructure readiness
- City image and quality of life
- Sector-specific growth (e.g., mining, tourism, bioeconomy, health)

SWOC ASSESSMENT

STRENGTHS

- Diverse economic base
- Presence of post-secondary institutions
- Role as a Regional Centre and transportation hub
- Vibrant tourism sector

WEAKNESSES

- Infrastructure and energy gaps
- Labour force shortages
- Negative external perceptions
- Land availability and servicing

OPPORTUNITIES

- Regional and local natural resources
- Leveraging education and health institutions
- Strategic site redevelopments
- Quality of life improvements
- City branding and promotions
- Expanding tourism potential

CHALLENGES

- Housing market choice
- Financial and investment challenges
- Aging population



EMPLOYMENT LAND AREAS HIGHLIGHT

- Large and diverse existing Employment Land Area is 2,000 hectares - light industrial, medium industrial, heavy industrial, business park
- Development activity on Employment Land Area increasing
- Innova Business Park key area for City-owned employment lands
- Limited market choice of vacant industrial lands available for development and sale within Employment Land Areas
- Thunder Bay has an insufficient supply of development-ready vacant light and heavy industrial Employment Land Area to accommodate anticipated growth through 2036

COMMERCIAL AREAS HIGHLIGHT

Retail Market:

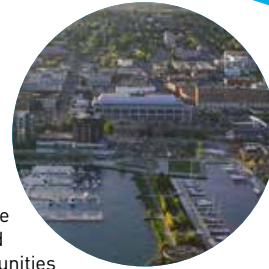
- Thunder Bay is Northwestern Ontario's regional shopping hub
- E-commerce impact is limited due to strong in-person retail demand from rural and Indigenous communities

Office Market:

- Dominated by public sector and health care institutions
- Stable market due to limited regional broadband and in-person services needs

Accommodations Sector:

- The hotel sector is performing well, with strong demand for additional developments in the City over the short term



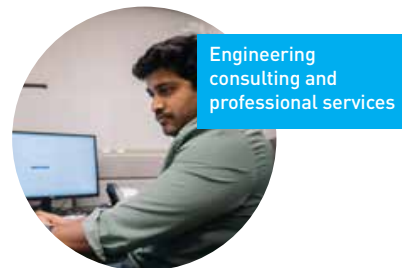
THUNDER BAY'S GROWTH POTENTIAL TARGET SECTOR OPPORTUNITIES



Mining and mining support activities



Transportation equipment manufacturing



Engineering consulting and professional services



Transportation and warehousing/logistics



Medical equipment manufacturing and health sciences



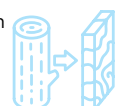
Bioeconomy (wood and wood-derived products)

REGIONAL AND LOCAL GROWTH DRIVERS

Growing Importance of Critical Minerals: lithium mining and processing



Diversification of forestry sector value add activities



Growing Importance as a Regional Centre in natural resources services, retail trade, government, health and social services, and transportation



Diversification of Economy, expanding opportunities in "knowledge-based" sectors



All Season Tourism



ECONOMIC GROWTH ASSESSMENT RECOMMENDATIONS

Employment Lands Strategic Recommendations

- ✓ Plan for employment uses under a new provincial policy framework
- ✓ Expand supply and market choice of development-ready Employment Land Areas that align with market demand/needs
- ✓ Strategically plan for new development-ready Employment Land Areas – priorities include Strathcona and Neebing lands
- ✓ Encourage intensification and promote redevelopment and revitalization of existing Employment Land Areas

Commercial Lands Strategic Recommendations

- ✓ Undertake a Commercial Study to assess the long-term designated commercial land requirements
- ✓ Continue to unlock the development potential of Thunder Bay's Pool 6 Waterfront Lands
- ✓ Embrace the evolving use of commercial lands
- ✓ Support maintaining institutional office uses in the strategic cores

Economic Development Strategic Recommendations

- ✓ Targeted sector development that builds on Thunder Bay's value proposition
- ✓ Promote Thunder Bay as a four season tourism destination
- ✓ Elevate quality of place to enhance Thunder Bay's economic competitiveness
- ✓ Strengthen investment attraction initiatives



Appendix C: Action Items

Table 6: Full action list

Readiness: Focus on Preparing for Growth				
Name		Action	Timeline	Lead
Supporting Commercial & Industrial Development				
R1	City-Wide Growth Community Improvement Plan	Implement the recently approved city-wide Growth Community Improvement Plan (CIP) to support investment attraction opportunities.	Short	CTB
R2	Commercial Land Needs Study	Conduct a long-term commercial land needs assessment, including a retail gap analysis, to guide future land use planning and support competitiveness for retail and service-based growth.	Short	CTB/CEDC
R3	Industrial Land Intensification Strategy	Work with active industrial and public sector property owners to develop opportunities to intensify their lands.	Short	CEDC
R4	Underutilized Commercial/Industrial Properties	Support the repurposing of underused privately-owned and City-acquired properties, enabling redevelopment through incentives, partnerships, by-laws and/or other planning tools. This includes revitalizing aging commercial areas into mixed-use neighbourhood hubs.	Short	CTB
R5	Innova Business Park Review	Take a fresh look at Innova Business Park development guidelines in alignment with CEDC priorities, current and emerging opportunities, and address constraints to accelerate development in the Park.	Short	CTB
R6	Central Avenue Lands	Develop a vision and construct municipal services, such as road and water services for the Central Avenue lands to open opportunities for residential and commercial uses.	Short	CTB
R7	Neebing Avenue Industrial Lands	Declare City-owned industrial lands on Neebing Avenue as surplus and market for sale to support near-term economic development.	Short	CTB
R8	Strategic Industrial Development of Mission & McKellar Islands	Prepare Mission and McKellar Islands for future industrial and employment growth by assessing development potential and identifying infrastructure needs.	Short	CTB

Readiness: Focus on Preparing for Growth				
Name		Action	Timeline	Lead
R9	Intercity Development	Develop specific initiatives to enhance the light industrial and commercial footprints in the Intercity area.	Short	CTB
R10	Industrial Land Opportunities	Market the new range of distinct industrial and commercial development opportunities.	Medium	CEDC
R11	Burwood Road Growth Opportunities	Expand the Burwood Road municipal utility services to enable the highest and best use of the lands.	Medium	CTB
R12	Strathcona Avenue Industrial Lands	Declare City-owned industrial lands on Strathcona Avenue as surplus and market for sale to support economic growth.	Medium	CTB
R13	Brownfield Redevelopment Strategy	Develop a comprehensive strategy that strengthens brownfield redevelopment through policy, incentives and partnerships.	Medium	CTB
R14	Industrial Park/Hubs	Construct an industrial park and/or a network of strategically located well-served industrial hubs in collaboration with the private sector.	Medium	CTB
R15	Shovel-Ready Opportunities	Establish shovel-ready lands through site certifications.	Medium	CTB
Housing				
R16	Housing Mix and Affordability	In collaboration with other levels of government, the District of Thunder Bay Social Services Administration Board (DSSAB), developers, employers, and housing partners, develop action plans to improve housing mix and affordability.	Short	CTB
R17	Infill Housing in Urban Serviced Areas	Explore new and expanded incentives and policies to encourage housing development in the areas connected to municipal services - where roads, water, and other infrastructure is already in place.	Short	CTB
R18	Increase Housing in the Downtown Cores	As part of the revitalization efforts for the downtown cores, expand incentives, policies, and partnerships to support higher-density housing.	Short	CTB
R19	Public Lands for Housing	Identify additional opportunities to unlock underused public lands for housing.	Short	CTB
R20	Build Canada Homes	Leverage the federal Build Canada Homes initiative to unlock and accelerate housing development through all available programs, partnerships, and investment tools.	Short	CTB

Readiness: Focus on Preparing for Growth				
	Name	Action	Timeline	Lead
R21	Secondary Plan Approval	Explore methods to improve the Secondary Plan processes (for example, subdivision plans).	Short	CTB
R22	Underutilized Residential Properties	Bring more housing to market by identifying and promoting underused residential properties to intensify their number of housing units.	Medium	CTB
R23	Launch a City-Wide Retrofit Program	Implement a city-wide retrofit program to help residents make their homes more energy efficient (such as insulation upgrades or energy-efficient heating systems), reducing costs and emissions in line with the Net-Zero Strategy.	Medium	CTB
R24	Innovative Housing Models	Develop and share educational resources – such as guides, workshops, or demonstration events – to showcase sustainable, lower-cost, and alternative housing models.	Medium	CTB
R25	Sustainable & Inclusive Neighbourhood Demonstration Project	Plan and launch a demonstration project that showcases best practices in sustainable, inclusive, and mixed-use neighbourhood design.	Medium	CTB
R26	Privately Held Lands for Housing	Develop policies and tools including changes to the tax system to encourage the redevelopment of privately held vacant lands for housing.	Long	CTB
Streamlined Development Process				
R27	One-Stop Development Shop	Improve the development experience for residents and builders by launching a One-Stop Development Shop to streamline approvals, enhance customer service, and provide clear online tools and guidance materials to help navigate the process more easily.	Short	CTB
R28	Public Inventory of Lands	Develop and maintain a public inventory and map of public lands available for residential, commercial, and industrial development.	Short	CTB
R29	Land Disposal Process	Streamline City’s process for disposing of and selling surplus lands.	Medium	CTB
R30	Site Plan Control Process	Review the Site Plan Control process and implement city-wide changes to make it more efficient, effective, and clear, while continuing to guide how new development fits into the community.	Medium	CTB

Readiness: Focus on Preparing for Growth				
	Name	Action	Timeline	Lead
R31	Archaeological Management Plan	Complete an Archaeological Management Plan.	Short	CTB
Sustainable & Inclusive Growth				
R32	Coordinated Community Response to Homelessness	Work with partners and other orders of Government to implement the long-term solutions to address homelessness.	Short	CTB
R33	Green Development Standard	Recognizing recent changes to Provincial legislation, explore possible options for Green Development Standards.	Short	CTB
R34	Potential for Urban Reserve Partnerships	Engage with Fort William First Nation and other Indigenous partners to explore the potential for a mutually beneficial urban reserve.	Long	CTB
Growth-Ready City Services				
R35	City Development Standards to Support Growth Opportunities	Review City standards, including the Engineering & Development Standards and Parks & Open Spaces Design Guidelines to identify opportunities to support growth.	Short	CTB
R36	City Grants Alignment with Growth Objectives	Review municipal grant and funding programs for alignment with the City’s growth objectives and adjust as needed.	Short	CTB
R37	Artificial Intelligence	Develop and implement a framework to adopt artificial intelligence (AI) solutions across municipal operations.	Short	CTB
R38	City By-Law Review	Conduct a growth-focused review of municipal by-laws to identify opportunities to support growth.	Medium	CTB
R39	Official Plan & Zoning By-Law Review	Conduct a review of the City’s Official Plan and Zoning By-law to identify further updates that support increased housing density, infill, mixed-use development, and targeted growth.	Medium	CTB
R40	Development Charges	In consultation with the development community, complete background studies and prepare a policy framework to support the potential introduction of Development Charges, with implementation no earlier than 2030.	Medium	CTB

Readiness: Focus on Preparing for Growth				
Name		Action	Timeline	Lead
Growth-Enabling Infrastructure				
R41	Infrastructure Capacity for Growth	Assess the capacity of existing municipal and non-municipal infrastructure, including the Water Treatment Plant, to support future growth, integrate growth objectives into the City's Asset Management Plan, and identify future upgrades needed in overall capacity or to address localized servicing gaps.	Short	CTB
R42	Energy Capacity & Independence	Assess current and future energy needs to support growth and identify priority areas for investment in energy infrastructure. Explore innovative solutions to improve local energy capacity and independence including: - Renewable energy, including solar power and biomass projects - Grid enhancement and modernization, including transmission - Expanding existing generation capacity - Partnerships with First Nations, industry, and educational institutions.	Short	Synergy North
R43	Business Event Hosting Capacity	Evaluate opportunities to grow Thunder Bay's capacity to host business events - including options that support cultural programming and other non-business events.	Short	CEDC
R44	Expressway Upgrades & the Northwest Arterial	Continue to work with the Provincial Government to advance upgrades to the Thunder Bay Expressway, alongside the planning and development of the Northwest Arterial.	Medium	CTB
R45	Sleeping Giant Parkway to Central Avenue	Construct a road extension of Sleeping Giant Parkway to Central Avenue to support improved connectivity - enabling further development along Waterfront.	Medium	CTB
R46	Feasibility of Small Modular Reactors (SMRs)	Collaborate with regional partners, Indigenous communities, and energy experts to assess the potential of SMRs as a sustainable, low-emission energy source to support growth.	Medium	Synergy North
R47	Ground Level Rail Crossing (Red River Road at Prince Arthur's Landing)	Work with the railway to potentially construct a ground level pedestrian rail crossing at the base of Red River Road into Prince Arthur's Landing to support accessibility to public places and connectivity.	Long	CTB

Attraction: Focus on Making Thunder Bay More Inviting				
Name		Action	Timeline	Lead
Downtown & Waterfront Revitalization				
A1	Reimagine Victoriaville	Complete the Victoriaville Mall site project, developing a vibrant public space that supports retail and cultural spaces.	Short	CTB
A2	South Core Revitalization Action Plan	Recognizing the previous work done on this initiative and leveraging the demolition and reimagining of Victoriaville Mall, develop an action plan to revitalize Thunder Bay's south core.	Short	CTB
A3	North Core Revitalization Action Plan	Recognizing the previous work done on this initiative and leveraging the recent improvements to Red River Road, Court Street, and the Waterfront, develop an action plan to enhance Thunder Bay's north core.	Short	CTB
A4	Pool 6 Lands Development	Develop a vision and action plan for the Pool 6 lands, building on the CEDC's Highest and Best Use Study and recent public engagement.	Short	CTB
A5	Waterfront Buildings	Explore options to maximize the use of municipally owned buildings located at Prince Arthur's Landing to promote public use of the waterfront.	Short	CTB
A6	Marina Park Festival Area	Complete the renewal and enhancement of the Marina Park festival area.	Medium	CTB
A7	Parking Strategy	Review the City's parking strategy by evaluating parking availability, accessibility, pricing, and the impact on local businesses.	Medium	CTB
City Image				
A8	City-Wide Beautification Strategy	Develop and implement a city-wide beautification strategy to improve cleanliness and appearance through litter cleanup, graffiti removal, landscaping, public art and other enhancements. Prioritize efforts in core areas, public spaces, major entry points, and image routes.	Short	CTB
A9	Vacant & Dilapidated Building Program	Implement a program to bring vacant, underused and dilapidated buildings back into productive use through a mix of incentives, regulations, and partnerships.	Short	CTB
A10	Façade Improvement	Enhance the current initiatives available for façade improvement throughout the city.	Short	CTB

Attraction: Focus on Making Thunder Bay More Inviting				
	Name	Action	Timeline	Lead
A11	Branding the City	Develop and launch a refreshed city brand and marketing strategy.	Short	CTB
A12	Thunder Bay Lifestyle Promotion Campaign	Grow the CEDC lifestyle-focused marketing campaign, highlighting Thunder Bay’s short commutes, vibrant food and arts scene, after-work experiences, and access to nature.	Short	CEDC
A13	Targeted Investment	Develop a sector strategy for business development, expansion and investment attraction.	Short	CEDC
A14	Urban Design Guidelines	Implement Urban Design Guidelines prioritizing improvements to the north-south civic connection along Memorial Avenue.	Medium	CTB
Welcoming Community				
A15	Welcoming Community Action Plan	Develop and implement a Welcoming Community Action Plan focused on making new residents feel at home and connecting them with the information, services, and supports they need to thrive.	Short	CTB
A16	Newcomer Welcome Centre	Building on existing community programs and services, provide comprehensive, centralized supports for new residents through a newcomer welcome centre. The centre will offer orientation, housing and employment navigation, language and cultural support, and connection to local programs.	Short	Thunder Bay Multicultural Association
A17	Supporting First Nations Youth	Support coordination among youth-serving partners and leaders to assist First Nation youth relocating to Thunder Bay for schooling.	Short	CTB
A18	Indigenous Naming & Design	Collaborate with Indigenous communities to develop a policy to reflect cultural diversity in place naming, public space design, and storytelling.	Short	CTB
A19	Indigenous Cultural Spaces	Find opportunities to support the creation of more Indigenous public spaces, such as cultural centres and healing lodges.	Short	
Events & Recreation				
A20	Recreation and Tourism Attractions	Encourage the development of privately-owned major attractions, bringing together recreation, tourism, and business activity.	Ongoing	CEDC

Attraction: Focus on Making Thunder Bay More Inviting				
	Name	Action	Timeline	Lead
A21	Tourism Master Plan	Develop a Tourism Master Plan focussing on local and regional tourism assets.	Short	CEDC
A22	Multi-Use Indoor Turf Facility	Complete construction of the multi-use indoor turf facility to support a variety of sports, events, functions and recreational activities.	Short	CTB
A23	Centennial Botanical Conservatory	Complete the revitalization of the Centennial Botanical Conservatory to enhance its educational, environmental, cultural and aesthetic value.	Short	CTB
A24	Cultural Event Promotion	Celebrate Thunder Bay’s diverse population and multicultural heritage by expanding promotion of local festivals, events, and cultural spaces to residents and visitors.	Short	CTB/Partners
A25	Event Equipment Lending Program	Review the fee structure, usage policies, and maintenance plan for the City’s recreation and event equipment.	Short	CTB
A26	Sport Tourism Strategy	Develop a Sport Tourism Strategy to guide future investment and initiatives, to support an increased number of successful regional and national sporting events.	Medium	CEDC
A27	Event-Hosting Strategy	Update the City’s Event-hosting Strategy to help attract major cultural, entertainment, and sporting events.	Medium	CTB
A28	Local Festivals & Events	Expand event and vendor support and work to improve permitting processes to help local festivals and events grow.	Medium	CTB
A29	Annual Thunder Bay Showcase	Explore the opportunity to launch an annual showcase highlighting local music, food, arts, Indigenous cultures, and sport, positioning the event as a signature attraction.	Medium	CTB
A30	Recreation & Parks Master Plan	Develop an integrated recreation and parks master plan focusing on additional opportunities for indoor court sport and year-round activities for all ages.	Medium	CTB
A31	Arena Renewal Plan	Develop an arena renewal plan to modernize and right-size arenas.	Medium	CTB
A32	Major Event Arena	Plan for a new major event arena, with capacity to host major sporting competitions, concerts, and community events with a target seating capacity of 5000.	Long	Public-Private Partnership

Attraction: Focus on Making Thunder Bay More Inviting				
Name		Action	Timeline	Lead
Transportation				
A33	Active Transportation Network	Expand and connect Thunder Bay’s sidewalks, trails, and bike routes to support mobility, sustainability, and community well-being.	Ongoing	CTB
A34	Thunder Bay Transit	Transform Thunder Bay Transit to better meet community needs by addressing service gaps, optimizing routes, and enhancing the rider experience.	Short	CTB
A35	New Transportation Options	Explore alternative forms of transportation that could fill the gap between public transit and car ownership, such as car sharing, micro transit, e-bikes, e-scooters, and mobility hubs.	Short	CTB
A36	Airport Access & Regional Connectivity	Work with partners to improve flight access, explore international connections, and develop logistics hubs to support tourism, trade, and business growth across the region.	Medium	Thunder Bay Airport
Quality of Life				
A37	Community Safety & Well-Being Plan	Update the Community Safety & Well-Being Plan to develop enhanced, evidence-informed substance use and crime-prevention strategies.	Short	CTB
A38	Childcare Capacity Action Plan	Work with the Thunder Bay DSSAB and community partners to create a childcare action plan that increases access to affordable spaces, grows the local childcare workforce, and supports innovative models like employer-supported care.	Short	CTB
A39	City-Led Health Clinic	Explore the opportunity and business case for a City-led medical centre that would host family doctors and other medical services, to improve local healthcare access.	Medium	CTB
A40	Veterinary Care	Explore strategies to improve access to veterinary care in Thunder Bay, building on Lakehead University’s new Collaborative Doctor of Veterinary Medicine Program.	Medium	Confederation College / Lakehead University
A41	Digital Connectivity	Tbaytel to support all new developments with Fibre and 5G.	Ongoing	Tbaytel
A42	Public WiFi	Tbaytel to assess public WiFi coverage and invest in larger venues determined in conjunction with the city.	Short	Tbaytel

Talent: Focus on Building a Skilled & Diverse Workforce				
Name		Action	Timeline	Lead
Attraction & Retention				
T1	Employment Opportunity Promotion	Increase the visibility of local job opportunities through targeted outreach and partnerships with employers.	Ongoing	CEDC
T2	Welcome Guide	Develop a Welcome Guide to help new workers and their families settle in Thunder Bay by providing information on housing, schools, services, and community life.	Short	CEDC
T3	International Credentials/ Experience	Explore opportunities and partnerships to support employers and hiring managers in understanding international credentials and work experience.	Short	CEDC
T4	Young Professional Networks	Partner with community organizations, employers, and educational institutions to support young professional networks and expand opportunities for connection, skill-building, and community involvement.	Short	Thunder Bay Chamber of Commerce
T5	Spousal Job-Matching Program	Explore the feasibility of a spousal job-matching program to help attract and retain talent relocating to Thunder Bay.	Medium	CEDC
Education & Training				
T6	Post-Secondary Program Alignment	Align and enhance local post-secondary program offerings, working with economic and employment agencies to identify labour force gaps and future job opportunities.	Ongoing	Confederation College / Lakehead University
T7	Youth Development & Entrepreneurship	Expand youth development and entrepreneurship opportunities.	Short	CEDC / Thunder Bay Chamber of Commerce
T8	Research Partnerships & Co-op Placements	Grow research partnerships and create more co-op and experiential learning placements, helping students connect with local businesses and find opportunities within Thunder Bay.	Short	Confederation College / Lakehead University
T9	Career Pathways	Strengthen pathways to local careers for post-secondary students and recent graduates by exploring programs like a talent accelerator, mentorships, bursaries, and work placements aimed at increasing graduate retention and filling workforce gaps in key sectors.	Medium	Confederation College / Lakehead University

Talent: Focus on Building a Skilled & Diverse Workforce				
Name		Action	Timeline	Lead
Skilled Trades				
T10	Skilled Trade Career Promotion	Promote and deliver skilled trades career opportunities by partnering with employers, trade unions, educators, and Indigenous and newcomer organizations to offer hands-on workshops, reduce barriers, and connect job seekers to apprenticeships and employment in key growth sectors.	Medium	Training Institutions
T11	Skilled Workforce Training Program	Establish a local skilled workforce training program such as Common Core focused on key industries including mining, collaborating with local trade unions, educational institutions, and Indigenous organizations.	Medium	Training Institutions
T12	Green Economy Training	Build a future-ready workforce by advocating for the development of local green economy training programs.	Long	Confederation College
Key Sectors & Strategic Opportunities				
T13	Indigenous Talent Pathways	Support Indigenous talent pathways that create training-to-employment opportunities for Indigenous youth and other community members, with a focus on key growth sectors.	Short	Confederation College
T14	Economic Immigration Pathways	Advocate for expanded economic immigration pathways to attract newcomers and fill local labour gaps.	Short	CEDC / Thunder Bay Chamber of Commerce / CTB
T15	Healthcare Recruitment Efforts	Review healthcare recruitment efforts in partnership with health, long-term care and education organizations to help meet current and future staffing needs.	Short	Thunder Bay Regional Health Sciences Centre / CEDC / St. Joseph's Care Group
T16	Business Succession	Enhance business succession planning through new programs and services delivered through the CEDC.	Medium	CEDC
T17	Differentiated recruitment and retention solutions for Northwestern Ontario	Advocate for differentiated recruitment and retention solutions that will attract and keep Health Human Resources in the City and the region. Including streamlined licensing and training pathways for internationally trained healthcare professionals to help address local shortages.	Short	Thunder Bay Regional Health Sciences Centre

Appendix D: Community Engagement

The Smart Growth Action Plan is built on feedback from a diverse range of people across Thunder Bay. The City of Thunder Bay thanks everyone who took the time to provide their input and share their challenges, hopes, and ideas for growth.

Initial public input was gathered through focus groups, town halls, targeted meetings, and a public survey. As this Plan is a living document, engagement will continue as the actions are implemented. Ongoing dialogue with residents, businesses, and community partners will help evaluate progress, identify emerging opportunities, and maintain the Plan’s relevance as the community’s needs evolve over the next decade.



To connect with the growth team, please find us online at thunderbay.ca/smartgrowth

Appendix E: Glossary

Affordable Housing: Housing that is deemed affordable when a household spends no more than 30% of its gross income on shelter costs, including rent or mortgage, utilities, and taxes. Affordability varies based on local incomes and housing markets.

Artificial Intelligence (AI): A field of technology focused on creating systems capable of simulating human intelligence, including learning, reasoning, analyzing data, and recognizing patterns.”

Assessment Growth: The year-over-year increase in the total property tax assessment base, measured as a percentage. Assessment growth reflects how much new assessment value has been added to the tax base, providing a key indicator of financial capacity to fund municipal services and infrastructure.

Brownfield Development: The redevelopment or reuse of previously developed land, often former industrial or commercial sites that may be underused, vacant, or contaminated. Brownfield projects typically require remediation or infrastructure upgrades but can revitalize established areas and make more efficient use of existing services.

Capital Projects: Large-scale municipal investments in physical assets such as roads, water systems, public facilities, and parks. Capital projects are typically funded through the City’s capital budget.

City of Thunder Bay (City): Refers to The Corporation of the City of Thunder Bay, including its departments, programs, and municipal services.

city (lowercase): Refers to the entire community of Thunder Bay, including residents, businesses, institutions, and partners.

Community Improvement Plan (CIP): A tool under the Ontario Planning Act that allows municipalities to offer financial incentives and programs to support revitalization, redevelopment, and community growth.

Diverse Housing Options: A range of housing types, sizes, and price points that meet the needs of residents at different life stages and income levels. Diverse housing options support inclusivity, affordability, and a balanced growing community.

Development Approvals: The formal municipal process by which applications for development (e.g., rezoning, subdivisions, site plans) are reviewed and approved, ensuring they meet zoning, policy, and infrastructure requirements.

Greenfield Development: The development of previously undeveloped land, usually located at the urban fringe or in rural areas. Greenfield sites generally offer fewer constraints for development but require new infrastructure and services, and they can contribute to urban sprawl if not carefully managed.

Housing Community Improvement Plan (CIP): A municipal planning tool provided by the Ontario Planning Act that allows the City to offer grant funding to housing projects that add density and contribute to a more diverse housing stock.

Infill Development: New development within established neighbourhoods or previously developed areas, typically on vacant or underused lots, to make better use of existing infrastructure and services.

Infrastructure Deficit (Infrastructure Gap): The infrastructure deficit, also called the infrastructure gap, refers to the underfunding of maintenance, renewal, and replacement of public infrastructure. It reflects the difference between what is required to keep infrastructure in good condition and the resources currently available, leading to a backlog of needed work.

Key Performance Indicators (KPIs): Measurable values used to track progress toward defined objectives. In this Plan, KPIs relate to population growth, tax base growth, and other outcomes.

Missing Middle Housing: Medium-density housing types – such as duplexes, triplexes, townhouses, and low-rise apartments – that fall between single-detached homes and high-rise buildings. These types increase housing diversity and affordability.

Resilient Infrastructure: Public infrastructure that is designed, built, and maintained to withstand and adapt to changing conditions, including climate impacts, extreme weather, and evolving community needs. Resilient infrastructure ensures long-term reliability, safety, and sustainability.

Resilience: The ability of a community to withstand, adapt to, and recover from extreme events while continuing to function effectively. Extreme events can include but are not limited to storms, floods, heatwaves, power outages, global pandemics, and economic recessions.

Shovel-Ready Land: Lands that are fully serviced and zoned, with infrastructure in place, and are ready for immediate development.

SMART Actions: Strategic actions that follow SMART criteria – Specific, Measurable, Achievable, Relevant, and Time-bound – for accountability and results.

Smart Growth: An intentional, inclusive, and sustainable approach to development that supports a strong economy, livable communities, efficient land use, and environmental stewardship.

Strategic Pillars: The three core areas that organize the Plan’s actions: Readiness, Attraction, and Talent.

Sustainability: The ability to maintain or support something over the long term. This involves making decisions and taking actions that balance environmental health, economic strength, and social well-being so that current and future generations can thrive.

Tax Base: The total assessed value of all taxable properties in the city from which property tax revenue is generated to fund municipal services.

Tax Base Balance: The proportion of the tax base made up of residential, commercial, and industrial properties. A more balanced mix supports financial sustainability.

Tax Ratios: The relationship between the municipal tax rate for the residential class and the tax rates for other property classes.

Task Force Growth (TFG): A group of local leaders from diverse sectors guiding the development and implementation of the Smart Growth Action Plan through collaboration and oversight.

Vision and Mission: The guiding aspirations and purpose of the Plan. The Vision describes the desired future state; the Mission outlines how it will be achieved.





Hello,

Please note the following response to Speak to City Council has been submitted at Tuesday October 14th 2025 8:52 AM with reference number 2025-10-14-001.

- **What would you like to speak to Council about:**
Smart Growth Action Plan
- **Is this an item scheduled on a current agenda?:**
Yes
- **If yes, please provide report title or number.**
Smart Growth Action Plan at the Standing Committee on Growth
- **Provide as much information as you can about the matter you would like to speak to:**
I would like to speak to the Standing Committee on Growth on October 28th to express support for the Smart Growth Action Plan.
- **Provide specific actions you would like Council to take:**
Approve and adopt the Smart Growth Action Plan
- **Have you already been in contact with City staff in regards to the subject matter of your deputation request?**
Yes
- **Who did you speak to in City Administration? What was the outcome?**
Matt Pearson, Senior Advisor - Growth
- **Please select the date of the meeting:**
Standing Committee - Tuesday, October 28 2025
- **Please choose**
Ms
- **First name:**
Charla
- **Last name:**
Robinson
- **Email:**
charla@tbchamber.ca
- **Phone:**
(807) 624-2620
- **Organization you represent: (optional)**
Thunder Bay Chamber of Commerce

- **Please note the names of the presenters that will be attending with you:**
n/a
- **Please indicate how you intend to participate in the meeting.**
In Person

Standing Committee Report

REPORT NUMBER 317-2025-Growth-Development Services-Planning Services

DATE

PREPARED

October 6, 2025

FILE PROJ-03-2025

STANDING

COMMITTEE

October 28, 2025

MEETING DATE

SUBJECT

Request for Municipal Support Resolution – 579 Maureen Street
(Versorium Energy Ltd.)

PURPOSE

The purpose of this report is to seek endorsement from Growth Standing Committee for a Municipal Support Resolution related to a proposed electricity generation facility.

WITH RESPECT to Report 317-2025, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT Council pass the prescribed resolution (Exhibit A) to support the proposal from Versorium Energy Ltd. for development, construction, and operation of an electricity generation facility located at 579 Maureen Street;

AND THAT Council designate the lands for Site Plan Control;

AND THAT any necessary by-laws be presented to City Council for ratification.

EXECUTIVE SUMMARY

Versorium Energy Ltd. is requesting a Municipal Support Resolution, which is required to submit an application to the Independent Electricity System Operator's (IESO) Long-Term Procurement (LT2) process for a proposed electricity generation facility located at 579 Maureen Street.

The Project is proposed to help meet Ontario's growing electricity needs. The facility could generate up to 31 megawatts (MW) of electricity during peak demand, while also providing thermal energy to Canada Malting Co. Ltd. for industrial use.

The LT2 procurement is part of the Province's plan to expand energy supply and reliability as electricity demand is forecast to rise by 75% by 2050. Versorium's project

would participate in the Capacity Stream, which includes natural gas generation that can operate during periods of high demand to maintain grid reliability.

The proposed project aligns with the City's Official Plan, as the site is designated and zoned Heavy Industrial, where power generation facilities are permitted and considered compatible. The project also supports the goals of the draft Smart Growth Action Plan, particularly strengthening local energy capacity, industrial efficiency and economic resilience.

Versorium has completed the required consultation and engagement activities and has provided a summary of feedback received. The information shared indicates that feedback was generally positive.

Versorium has also provided a greenhouse gas (GHG) emission analysis which suggest that the project could result in a net reduction of overall system GHG emissions by energy system efficiency and reducing transmission losses in Northwestern Ontario. The use of waste heat at Canada Malting is also a positive environmental feature.

If the Independent Electricity System Operator awards the project a contract, it would proceed through all required municipal, provincial, and federal approvals, with operations anticipated to begin by 2030.

KEY CONSIDERATIONS

Versorium Energy Ltd. ("Versorium") is proposing to develop, construct, own and operate the "Central Ave. Generating Facility" (the Project). The Project would be located on private land owned by Canada Malting Co. Ltd. and responds to the IESO's LT2 procurement process, which is designed to secure new energy supply to meet Ontario's growing electricity needs.

To participate in the LT2 process, proponents must obtain a Municipal Support Resolution from Council. The LT2 procurement consists of two streams: Energy and Capacity, with each serving distinct purposes. The Energy Stream is focused on procuring primarily intermittent, non-emitting resources such as wind and solar. The Capacity Stream is intended to secure battery storage and natural gas resources that are available as needed to support electricity grid reliability.

The Project would use up to eight natural gas-fired engines (generators) capable of generating up to 31 MW of electricity, while also supplying thermal energy to Canada Malting Co. Ltd. for industrial use.

Supporting infrastructure would include two overhead distribution lines connecting to Synergy North's distribution system, a tie-in to the Enbridge natural gas system, and a thermal hot water storage tank and pipeline to deliver heat to Canada Malting. An access road and approach would be constructed for facility access. The engines and

electrical switchgear would be housed in sound attenuated modules designed to meet provincial noise guidelines.

With electricity demand in Ontario projected to increase by 75% by 2050, the IESO plans to award contracts under both streams of LT2 through four separate procurement windows between 2025 and 2028. Versorium intends to participate in the Capacity Stream's first window, with a bid submission due in December 2025.

If the Project is successful and the IESO awards Versorium a contract, the Project would advance through all required municipal, provincial, and federal regulatory processes, with operations targeted to begin by 2030.

Greenhouse Gas Emissions

Versorium has provided an estimate of potential GHG emissions from the Project based on expected operating conditions. The analysis identified three key impacts:

1. Direct emissions from burning natural gas in the Project's engines.
2. Indirect emissions savings from selling heat to Canada Malting.
3. Indirect emissions savings from displacing other natural gas-fired power Plants that are located further away.

While natural gas fired generators have historically operated at low utilization rates, the IESO forecasts greater reliance on these facilities over the next 25 years. Under these conditions, Versorium estimates the Project could operate about 25% of the time and result in a net reduction in overall system emissions.

Locating the Project in Northwestern Ontario would also help reduce transmission losses and the associated emissions required to meet growing demand in Northwestern Ontario.

Table 1 presents Versorium's estimate of GHG emissions.

Table 1 – Summary of the Project's Emission Impacts

Capacity Factor	Scenario	Direct GHG Emissions (tonnes/yr)	Indirect GHG Savings from Selling Heat (tonnes/yr)	Indirect GHG Savings from Displacing Other Resources (tonnes/yr)	Total GHG Emissions Impact (tonnes/yr)
8%	Historical 10-Year Average	9,715	2,140	9,391	-1,817
25%	Average Forecast for 2029 to 2049	30,360	6,689	29,348	-5,677

Planning Analysis

The lands are located at the intersection of Central Avenue and Maureen Street. The proposed use is permitted as the land is designated and zoned Heavy Industrial (HI). Power and utility facilities are listed as permitted uses within the HI zone.

The Official Plan's heavy industrial policies state that the intent of this designation is to provide opportunities for large-scale industrial operations, such as grain elevators, paper mills and electricity generation facilities. Further the Plan states that electricity generation facilities and transmission and distribution systems are considered compatible with Heavy Industrial land uses. The development of renewable energy systems and alternative energy systems is encouraged where energy conservation, efficiency, improved air quality, reduced greenhouse gas emissions and climate adaptation will result. Waste heat generated by the Project will be utilized by Canada Malting which is a positive aspect of the Project.

CONSULTATION

In consultation with Planning Services, Versorium implemented a project specific Community Engagement Plan. Engagement activities included:

- Notification and discussion with landowners, residents, businesses, and other parties within a 300-metre radius of the Project site;
- Notification and engagement with Fort William First Nation, Red Sky Métis Independent Nation, Métis Nation of Ontario, and Chi Mino Ozhitoowin;
- Engagement and discussion with City of Thunder Bay staff and elected officials;
- Publication of a public notice for the Project in the Chronicle-Journal;
- Posting project information on Versorium's corporate website;
- Hosting a public open house on September 24th at the Slovak Legion; and
- Presenting the Project at the City's Growth Standing Committee, September 23rd

Versorium received feedback on the project from open house attendees, written submissions from members of the public via email, and Versorium's website. Stakeholders raised questions about the Project's scope, community and economic impacts, and environmental impacts. Versorium reports that feedback was positive overall; stakeholders were supportive of the Project's location, collaboration with Canada Malting Co. Ltd, and its potential contributions to the local community.

Planning Services also circulated notice of the proposal and request for municipal support to internal departments and external agencies. Comments were received on October 15th and can be summarized as noting some concern about whether the project would align with City strategies and plans including the Net Zero Strategy, Official Plan, and Transportation Master Plan. The City's Strategy and Engagement Division noted that while natural gas is not aligned with the City's long-term decarbonization goals, new energy infrastructure is needed to support local grid stability, and the proposal is timely in responding to growing electricity demand.

Other comments such as those from the Community Economic Development Commission noted that the facility would support local business, employment, decarbonization efforts of Canda Malting, local energy resilience and economic development. Further to this, Synergy North commented that the addition of generation facilities within our service territory reduces the amount of electricity that must be imported from southern Ontario via the East-West Tie. The proposal aligns with the draft Smart Growth Action Plan's objectives such as to improve local energy capacity and independence, in order to meet future energy needs. Engineering and Parks both commented that there are municipal infrastructure projects planned that may affect the land and requested that site plan control be applied to address municipal requirements.

FINANCIAL IMPLICATION

This is a private development, all costs for construction and operation of the facility will be the responsibility of the proponent. The development will result in a reassessment by the Municipal Property Assessment Corporation (MPAC) and an expected increase in property tax revenue to the City, without the need for additional municipally maintained infrastructure.

CONCLUSION

It is concluded that Council should support the proposal and pass the Municipal Support Resolution as the proposed use is permitted by the Official Plan and the Zoning By-law; this project will improve local energy capacity and independence and reflects completion of the required consultation process by Versorium.

It is further concluded that Council should designate the lands for Site Plan Control to address municipal requirements and endorse the project by signing the Municipal Support Resolution, allowing Versorium to submit its proposal to the IESO for consideration.

BACKGROUND

On September 23, 2025, Versorium provided a deputation and Administration presented a 'for information' memorandum "Versorium's Power Generation Facility Request for Municipal Support", to the Growth Standing Committee. Versorium presented on the company's portfolio, project overview, who is involved, the IESO's procurement, project infrastructure, and the regulatory permitting process.

The Committee asked questions including the reason for locating in Thunder Bay, the capacity of the generators and their fuel source, contribution to the grid, environmental impact including soil and traffic, emissions including noise. The committee commented on the benefit to Canada Malting and whether there would be opportunity for expansion.

REFERENCE MATERIAL ATTACHED

1. Exhibit “A” – Prescribed Form of Municipal Support Resolution
2. Exhibit “B” – Versorium’s Consultation and Engagement Plan Summary.

REPORT PREPARED BY

Devon McCloskey, Manager - Planning Services – Growth

REPORT SIGNED AND VERIFIED BY

Kerri Marshall, Commissioner – Growth

Date (10/20/2025)

EXHIBIT A

FORM OF MUNICIPAL RESOLUTION IN SUPPORT OF PROPOSAL SUBMISSION

Resolution NO: _____ Date: _____

[Note: The Municipal Resolution in Support of Proposal Submission must not be dated earlier than seven (7) months prior to the RFP Effective Date.]

WHEREAS:

1. The Proponent is proposing to construct and operate a Long-Term Capacity Services Project located on Municipal Project Lands, as defined and with the characteristics outlined in the table below, under the Long-Term 2 Capacity Services (Window 1) Request for Proposals ("**LT2(c-1) RFP**") issued by the Independent Electricity System Operator ("**IESO**").
2. Capitalized terms not defined herein have the meanings ascribed to them in the LT2(c-1) RFP.
3. The Proponent has delivered, no later than sixty (60) days prior to the Proposal Submission Deadline, a Pre-Engagement Confirmation Notice to an applicable Local Body Administrator in respect of the Municipal Project Lands that includes the details outlined in the table below, except for the Unique Project ID which should only be required as part of the Pre-Engagement Confirmation Notice if available.

Unique Project ID of the Long-Term Capacity Services Project (if available): <input Unique Project ID>	Not yet assigned by the IESO
Legal name of the Proponent: <input legal name of the Proponent>	Versorium Ontario 1 LP
Name of the Long-Term Capacity Services Project: <input name of the Long-Term Capacity Services Project>	Central Avenue Generating Facility
Technology of the Long-Term Capacity Services Project: <input technology of the Long-Term Capacity Services Project>	Natural Gas

Maximum potential Contract Capacity of the Long-Term Capacity Services Project (in MW): <i><input the maximum potential Contract Capacity of the Long-Term Capacity Services Project (in MW)></i>	23.74
Property Identification Number (PIN), or if PIN is not available, municipal address or legal description of the Municipal Project Lands: <i><input the applicable description> (the "Municipal Project Lands")</i>	PIN-62264-0190 (579 Maureen St.)

4. Pursuant to the LT2(c-1) RFP, if the Long-Term Capacity Services Project is proposed to be located in whole or in part on Municipal Project Lands, the Proposal must include Municipal Support Confirmation which may be in the form of a Municipal Resolution in Support of Proposal Submission;

NOW THEREFORE BE IT RESOLVED THAT:

5. The council of *<insert name of Municipality>* The City of Thunder Bay supports the submission of a Proposal for the Long-Term Capacity Services Project located on the Municipal Project Lands.
6. This resolution's sole purpose is to satisfy the mandatory requirements of Section 4.2(c)(iii) of the LT2(c-1) RFP and may not be used for the purpose of any other form of approval in relation to the Proposal or Long-Term Capacity Services Project or for any other purpose.
7. The Proponent has undertaken, or has committed to undertake, Indigenous and community engagement activities in respect of the Long-Term Capacity Services Project to the satisfaction of the Municipality.
8. The Municipal Project Lands *<does/does not>* does not include lands designated as Prime Agricultural Areas in the *<insert name of Municipality>* City of Thunder Bay's Official Plan.
9. Where the Municipal Project Lands does include lands designated as Prime Agricultural Areas in the *<insert name of Municipality>* _____'s Official Plan as of the date of this resolution:
- a. The Municipal Project Lands are not designated as Specialty Crop Areas;

- b. The Long-Term Energy Project is not a Non-Rooftop Solar Project;
- c. The Proponent has satisfied the AIA Component One Requirement to the satisfaction of the Local Municipality; and
If the Proponent is selected as a Selected Proponent under the LT2(c-1) RFP, the council of *<insert name of Municipality>* City of Thunder Bay will engage in good faith with the Selected Proponent to enable the Selected Proponent to complete the AIA Components Two and Three Requirement

DULY RESOLVED BY THE LOCAL MUNICIPALITY

on the 4th day of November, 2025

<Signature lines for elected representatives. At least one signature is required.>



Central Ave. Generating Facility

Consultation and Engagement Plan
Summary

October 10, 2025

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Executive Summary

Versorium Energy Ltd. ("Versorium") is proposing to develop, construct, own and operate the Central Ave. Generating Facility (the "Project"). The Project is located on private land currently owned by Canada Malting Co. Ltd. The Project is capable of generating up to 31 MW of electricity while also supplying thermal energy to Canada Malting Co. Ltd.

In support of obtaining a Municipal Support Resolution from the City of Thunder Bay, Versorium implemented and carried out a project specific Community Engagement Plan ("CEP"). Engagement activities included:

- Notification and discussion with landowners, residents, businesses, and other parties within a 300-metre radius of the Project site;
- Notification and engagement with Fort William First Nation, Red Sky Métis Independent Nation, Métis Nation of Ontario, and Chi Mino Ozhitoowin;
- Engagement and discussion with City of Thunder Bay staff and elected officials;
- Publication of a public notice for the Project in the Chronicle-Journal;
- Posting project information on Versorium's corporate website;
- Hosting a public open house in the City of Thunder Bay; and
- Presenting the Project at the City's Growth Standing Committee.

Versorium received feedback from open house attendees and through written submissions from members of the public via email and Versorium's website. Stakeholders raised questions about the Project's scope, community and economic impacts, and environmental impacts.

Overall, feedback was positive, and no opposition to the Project was expressed. Stakeholders were supportive of the Project's location, collaboration with Canada Malting Co. Ltd, and its potential contributions to the local community.

All questions and comments were addressed, and at the time of this report, no outstanding or unresolved concerns remain.

Project Background

Versorium is proposing to develop, construct, own and operate the Central Ave. Generating Facility. The Project is located on private land currently owned by Canada Malting Co. Ltd. The land is currently zoned for industrial use and is a good fit for a development of this nature.

The Project is capable of generating up to 31 MW of electricity while also supply thermal energy to Canada Malting Co. Ltd.

The Project is being designed using up to eight Jenbacher natural gas-fired engines, which will include four J620 model engines with a nominal capacity of 3.3 MW each, and four J624 model engines with a nominal capacity of 4.5 MW each, two electrical switchgear buildings and two step-up transformers.

In addition, the Project will include two overhead distribution lines connecting to the existing Synergy North distribution system, a tie-in to the existing Enbridge natural gas system, a thermal hot water storage tank and pipeline to deliver thermal energy to Canada Malting Co. Ltd, and finally an access and approach to accommodate facility access. The Project's engines and electrical switchgear will be housed in sound attenuated modules to ensure compliance with provincial noise guidelines at nearby receptors.

Versorium is working with Enerflex Ltd. ("Enerflex"). Enerflex advanced early-stage development activities, including engagement with Indigenous communities and organizations and other key stakeholders, and laid important groundwork for the Project's progression. Enerflex will continue to play a central role as the Project's Engineering, Procurement, and Construction ("EPC") contractor. This structure provides continuity from the Project's inception through to commercial operation, while ensuring efficient execution and long-term operational certainty.

Versorium is developing the Project to compete in the Independent Electricity System Operator's (IESO) Long-Term Procurement process, known as LT2. This procurement, issued under the direction of the Minister of Energy and Electrification, is designed to secure new energy and capacity resources to meet future system needs. The LT2 procurement consists of two streams: Energy and Capacity, with each serving distinct purposes. The Energy Stream is focused on procuring primarily intermittent, non-emitting resources such as wind and solar. The Capacity Stream, by contrast, is intended to secure battery storage and natural gas resources that are available as needed to ensure a reliable electricity grid.

With electricity demand in Ontario projected to increase by 75% by 2050, the IESO plans to award contracts under both streams of LT2 through four separate procurement windows between 2025 and 2028. Versorium intends to participate in the Capacity Stream's first window, with a bid submission due in December 2025. If the Project is successful and the IESO awards Versorium a contract, the Project will advance through the required municipal, provincial, and federal regulatory processes, with operations targeted to begin by 2030.

Consultation and Engagement Plan Summary

Versorium carried out consultation and engagement activities in accordance with the Project-specific CEP prepared for the Project. The CEP, provided in *Appendix 1*, outlines the principles, methods, and timelines guiding stakeholder engagement and demonstrates Versorium's commitment to transparent, inclusive, and meaningful consultation throughout all stages of the Project.

To date, twenty-one (21) stakeholders provided feedback on the Project. Input was received through several channels, including at the Public Open House via participant registration and survey forms, Versorium's dedicated engagement email address, Versorium's website contact form and direct communication/discussions with Versorium staff.

Overall, feedback from stakeholders has been constructive and supportive, reflecting strong local interest in and endorsement of the Project. Stakeholders valued the opportunity to engage with the Project team, learn about the collaboration with Canada Malting Co. Ltd., and understand how the facility will contribute to community and economic development.

To date, no opposition to the Project has been expressed to Versorium and at the time of this report, no outstanding or unresolved concerns have been identified.

Versorium values the constructive input received and remains committed to maintaining open, two-way communication with the community, Indigenous communities and organizations, and local authorities as the Project advances through the IESO LT2 procurement process and subsequent project stages.

Stakeholder Groups

Versorium identified four primary stakeholder groups for consultation and engagement:

Directly Affected – Landowners, residents, businesses, and other parties within a 300-metre radius of the Project site. Fifteen (15) directly affected stakeholders were identified and included in the CEP.

Indigenous Communities and Organizations – Four Indigenous communities and organizations were identified for engagement:

- Fort William First Nation
- Red Sky Métis Independent Nation
- Métis Nation of Ontario
- Chi Mino Ozhitoowin

Local Authorities – City of Thunder Bay Planning Services, Development, and Permitting staff were engaged to discuss consultation expectations, project timelines, and the process for obtaining a Municipal Support Resolution.

Indirectly Affected – The broader Thunder Bay community was notified and invited to participate through public notices, website updates, and a public open house.

Consultation and Engagement Activities

Versorium initiated formal CEP activities in August 2025, with engagement extending through October 2025. Key engagement activities included:

Project Introduction Package

An introductory package which included a letter, project brochure, and map was mailed to directly affected stakeholders, Indigenous communities and organizations, and local authorities the week of September 8, 2025.

The materials provided detailed project information and invited recipients to attend the public open house.

Company Website

A dedicated webpage was launched in early September, providing accessible project information, including the brochure, maps, key dates, contact details, and feedback channels.

Information boards displayed at the public open house were also made available.

Municipal Meetings

Versorium presented to the City of Thunder Bay Growth Standing Committee on September 23, 2025, and will attend the October 28, 2025 Growth Standing Committee meeting and the November 4, 2025 City Council meeting, in support of securing a Municipal Support Resolution. These public forums provide an opportunity for open dialogue with elected officials and local residents.

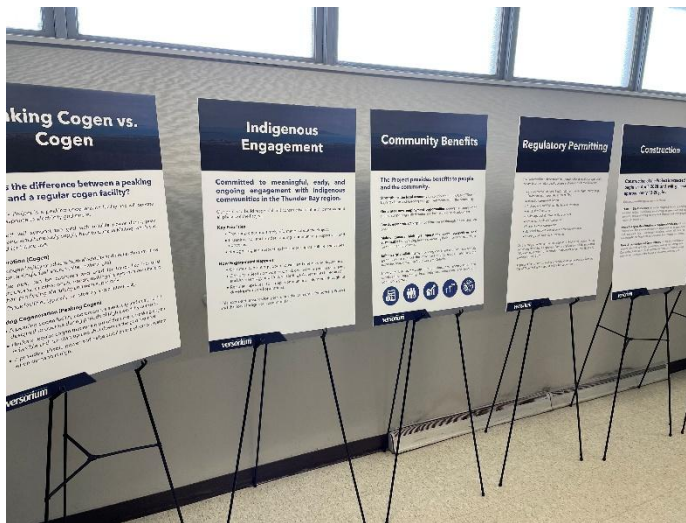
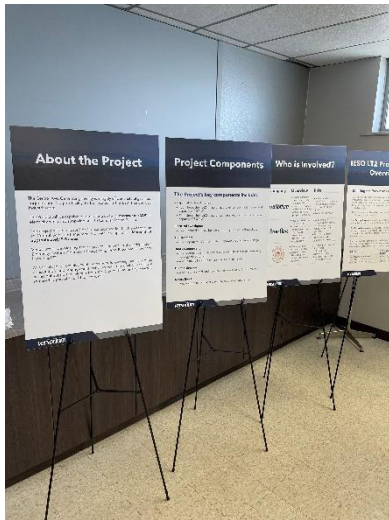
Public Open House

A public open house was held on September 24, 2025, from 11:00 a.m. to 8:00 p.m., providing an opportunity for community members to meet the Project team, review information materials, and share feedback. The event featured large-format information boards, maps, and technical information outlining key aspects of the Project such as siting, equipment, impacts, and community benefits. Subject matter experts from Versorium and its partners were available throughout the day to answer questions and discuss specific topics in greater detail.

The open house was well attended, with approximately thirty (30) community members visiting the event and 12 participants completing a registration and survey form. The atmosphere was constructive and positive, with attendees expressing interest in how the Project would contribute to local job creation, economic benefits, and the collaboration with Canada Malting Co. Ltd.

Feedback received during the session was positive. Attendees appreciated the clarity of the information presented, the transparency of the consultation process, and the availability of knowledgeable staff to answer questions. Importantly, no attendees expressed opposition to the Project during the public open house.

Below are photographs of the public open house large-format information boards.



Ongoing Engagement

Following the open house and municipal meetings, Versorium will continue engagement activities through the LT2 procurement process and beyond, including additional communications at key project milestones.

Stakeholder Feedback

Opportunities to Provide Feedback

Stakeholders were invited to provide feedback through multiple channels:

- Project information packages;
- The company's project webpage;
- Direct phone and email contact;
- Municipal presentations; and
- The public open house.

Stakeholders were provided at least 14 calendar days notice to review and respond to project information prior to the open house.

Versorium remains committed to continuing this open feedback process throughout the IESO LT2 procurement and beyond.

Reaching Local Stakeholders

Local stakeholders were informed through:

- Public notices of the public open house were published in *The Chronicle-Journal* in the September 10th and September 17th editions;
- Project Information Packages to property owners and residents within the 300-metre radius of the Project site via hand delivery of Project Information Packages and direct mailing through the City of Thunder Bay's Planning and Development department;
- Project Information Packages to Indigenous communities and organizations, and local authorities including staff and elected officials;
- Online access to project information and updates; and
- In-person opportunities at public meetings and the public open house.

This integrated strategy ensured broad and equitable access to project information.

Tracking Feedback

Versorium maintained confidential internal tracking forms to document consultation and engagement activities. These forms record:

- Feedback received from stakeholders;
- Versorium's response to stakeholder feedback; and
- Follow-up actions taken and outcomes.

At the Public Open House, attendees were invited to complete participant registration and survey forms, providing an additional opportunity to capture input and comments directly from community members.

All feedback and associated actions are securely stored in Versorium's internal database to support transparency, accountability, and effective record-keeping. Tracking and documentation of stakeholder engagement will continue throughout the life of the Project.

Summary of Feedback Received

To date, twenty-one (21) stakeholders provided feedback on the Project. Input was received through several channels, including at the Public Open House via participant registration and survey forms, Versorium's dedicated engagement email address, Versorium's website contact form and direct communication/discussions with Versorium staff.

Overall, comments were positive and reflected support for the Project's potential to deliver local community and economic benefits, collaboration with Canada Malting Co. Ltd. and potential for future energy transition opportunities.

At the time of this report, no outstanding or unresolved concerns have been identified.

A detailed summary of feedback and Versorium's responses is provided in *Table 1: Summary of Feedback Received and Addressed*.

Commitment to Ongoing Consultation

Versorium remains committed to open, transparent, and ongoing consultation with all stakeholders as the Project advances through the IESO LT2 procurement process, subsequent permitting, and eventual construction and operation, should Versorium be successful in its LT2 bid. Updates and opportunities for engagement will continue at all key project milestones.

Table 1: Summary of Feedback Received and Addressed

Stakeholder ¹	Contact Summary	Feedback Received	Action/Resolution	Issues Outstanding
Fort William First Nation ("FWFN")	In January and February 2025, Versorium's project partner, Enerflex emailed FWFN to provide a high-level overview of the LT2 process and the Project. In June, the Economic Development Manager suggested we discuss the project with Chi Mino Ozhitoowin. On September 8th, Versorium followed up with FWFN via email to provide a Project Information Package. Versorium followed up on October 6th to confirm if FWFN would like to meet to discuss the Project in detail. Fort William First Nation responded on September 8th to advise they would be meeting to review the details of the Project.	No feedback received to-date.	No action or resolution is required.	No outstanding questions, comments or concerns.
Chi Mino Ozhitoowin ("CMO")	In June, Versorium's project partner, Enerflex contacted CMO to discuss the Project. In August, CMO's Economic Business Officer followed up to suggest a virtual meeting to discuss the LT2 process and Project. On September 8th, Versorium followed up with CMO via email to provide a Project Information Package.	CMO provided the following comments: 1. Interested in potential equity stake opportunities. 2. Interested in potential business opportunities during construction of the Project.	Versorium scheduled a meeting with CMO on September 24 th and discussed Project and possibilities for partnership and business opportunities during construction.	Versorium committed to communicating updates as the Project advances and further discussions with CMO regarding possible partnership

¹ Names have been redacted to protect individual privacy.

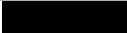
	CMO responded on September 8 th to provide a copy of their JV partner and business directory and request an in-person meeting with Versorium during the week of the public open house.			and business opportunities.
Metis Nation of Ontario ("MNO")	On September 8th, Versorium contacted MNO via email to provide a Project Information Package. MNO responded on September 9th to request a virtual meeting with the Region 2 Consultation Committee to facilitate information exchange and discuss any questions or comments they may have. Versorium suggested scheduling a meeting with MNO following IESO notifying successful candidates of LT2 in June 2026. On September 10th, MNO agreed that postponing engagement until June/July 2026.	No feedback received to-date.	No action or resolution is required.	Versorium committed to communicating updates as the Project advances and further discussions with MNO in June/July 2026.
Red Sky Métis Independent Nation ("RSMIN")	On September 8th, Versorium contacted RSMIN via email to provide a Project Information Package. On October 9th, RSMIN responded to Versorium's request for feedback.	RSMIN provided the following comments: 1. RSMIN community supports the decision to build a cogeneration project. 2. RSMIN has concerns regarding environmental impacts, including air quality impacts and water impacts. 3. RSMIN requested they be notified of any archaeological discoveries on-site.	Versorium responded directly to RSMIN with the following comments: 1. Advised the Project would include the addition of a Selective Catalytic Reduction System and confirmed that ongoing monitoring would continue in	Versorium offered to arrange a meeting to discuss the Project and RSMIN's comments in more detail. No outstanding questions,

			operations to ensure compliance. 2. Advised the Project operates on a closed loop system, requires no take water permits, and the coolant system is designed to not release any water or coolant. 3. Advised that Archaeology and Cultural Heritage Assessment would be completed and any findings would be reported.	comments or concerns.
Thunder Bay Community Economic Development Commission ("CEDC")	CEDC emailed the City of Thunder' Bay's Planning and Development group on September 17th to provide support for the Project from an economic standpoint. Versorium followed up with CEDC on September 18th to schedule a meeting.	CEDC provided the following comments: 1. A natural gas-fired cogeneration facility can be a powerful driver of local growth 2. It will help to attract and retain energy-intensive businesses by contributing additional megawattage to the grid. 3. Construction and ongoing operation of the facility will also generate direct and indirect employment opportunities, and this particular project will support Canada Malting in their own decarbonization efforts.	Versorium met with CEDC on September 25th to discuss the Project and potential synergies.	No outstanding questions, comments or concerns.

		4. The project will be located on an underutilized piece of heavy industrial land, promoting infill.		
	On September 16th, a stakeholder submitted a request to schedule a meeting via Versorium's website. Versorium responded on September 18th to request a time to meet and both parties agreed to a meeting on September 24th during the public open house.	The stakeholder provided the following comments: 1. Interested in providing government relations and marketing/communication support.	Versorium discussed the Project and possible business opportunities with the stakeholder during the public open house.	No outstanding questions, comments or concerns.
	On September 16th, a stakeholder submitted a comment via Versorium's website. Versorium responded on October 6th.	The stakeholder provided the following comments: 1. Interested in providing announcements, recruiting notices via their local media outlet.	Versorium thanked the stakeholder providing the information and advises that their information would be kept on-hand for possible future needs.	No outstanding questions, comments or concerns.
	On September 25th, a stakeholder submitted a comment via Versorium's website. Versorium responded on October 6th.	The stakeholder provided the following comments: 1. Interested in future career opportunities.	Versorium added the stakeholder to their mailing list to share future Project updates.	No outstanding questions, comments or concerns.
Green Technology Metals ("GTM")	On September 25th, a stakeholder submitted an email to Versorium's dedicated engagement address to discuss details of our Project.	The stakeholder provided the following comments: 1. GTM has been studying the Midcontinent Terminal (490 Maureen St) as a potential site for a chemical conversion plant 2. Opportunity to discuss permitting challenges and cumulative effects of two emissions producing facilities.	Versorium met with the stakeholder on September 30th. Versorium and GTM agreed to keep each other informed of project development plans and to discuss the possibility of project synergies if the projects	No outstanding questions, comments or concerns.

			proceed to construction.	
	A stakeholder attended the open house on September 24th and was provided with an overview of the Project based on the informational materials provided. On September 26th, the stakeholder emailed Versorium's Manager of Consultation and Engagement to provide their support.	The stakeholder provided the following comments: 1. Efficiency of the Project to feed the existing power grid. 2. Collaborative energy use with Canada Malting Co. 3. Potential for conversion to green hydrogen as a fuel source in the future. 4. Suggest incorporating educational materials into classrooms, onsite and online.	Versorium responded to thank the stakeholder for their support and committed to sharing future Project updates.	No outstanding questions, comments or concerns.
Waterfront Trail Rotary Community Action Team	A stakeholder attended the open house on September 24th and discussed the planned Waterfront Trail expansion project and how it may be situated adjacent to the proposed project site. On September 26th, the stakeholder emailed Versorium's Manager of Consultation and Engagement to provide more information regarding the proposed trail expansion project including City of Thunder Bay Waterfront Improved Plan and map of the proposed trail expansion.	The stakeholder provided the following comments: 1. How does the Project plan to incorporate City of Thunder Bay planned waterfront trail expansion given the trail is expected to be along Maureen Street.	Versorium confirmed that the project likely wouldn't have an impact on the proposed trail expansion given the route is expected to along the east site of Maureen Street. Versorium committed to sharing future updates with the stakeholder if the Project advances.	No outstanding questions, comments or concerns.
	A directly affected stakeholder attended the open house on September 24 th .	The stakeholder provided the following comments: 1. The stakeholder owns land directly adjacent to the Project site and offered Versorium to view the land for a potential construction lay down area.	Versorium met with the stakeholder on September 25 th to tour their land and discuss possible business opportunities.	No outstanding questions, comments or concerns.

		2. Discussed possibility of utilizing their services for piling foundations.	Versorium committed to engaging further if the Project advances.	
██████	A stakeholder attended the open house on September 24 th .	The stakeholder provided the following comments: 1. Informative staff were able to answer all my questions. 2. Glad the company is investing in the Thunder Bay area. 3. Support the development of the Project.	Versorium discussed the Project with the stakeholder during the public open house.	No outstanding questions, comments or concerns.
██████	A stakeholder attended the open house on September 24 th .	The stakeholder provided the following comments: 1. Support the development of the Project.	Versorium discussed the Project with the stakeholder during the public open house.	No outstanding questions, comments or concerns.
██████	A stakeholder attended the open house on September 24 th .	The stakeholder requested more information regarding the Project.	Versorium added the stakeholder to their mailing list to share future Project updates.	No outstanding questions, comments or concerns.
██████	A stakeholder attended the open house on September 24 th .	No feedback received to-date.	No action or resolution is required.	No outstanding questions, comments or concerns.
██████	A stakeholder attended the open house on September 24 th .	The stakeholder provided the following comments: 1. Questions regarding emissions and local jobs. 2. Support the development of the Project.	Versorium spoke with the stakeholder regarding the Project and how it related to their concerns regarding emissions and the potential for local jobs created in the community as a result of the Project.	The stakeholder was satisfied with the response received from Versorium at the public open house and has no

				outstanding questions, comments or concerns.
	A stakeholder attended the open house on September 24 th	The stakeholder provided the following comments: 1. Support the development of the Project.	Versorium discussed the Project with the stakeholder during the public open house.	No outstanding questions, comments or concerns.
	A stakeholder attended the open house on September 24 th	The stakeholder provided the following comments: 1. Support the development of the Project.	Versorium discussed the Project with the stakeholder during the public open house.	No outstanding questions, comments or concerns.
	A stakeholder attended the open house on September 24 th	The stakeholder provided the following comments: 1. Support the development of the Project.	Versorium discussed the Project with the stakeholder during the public open house.	No outstanding questions, comments or concerns.
	A stakeholder attended the open house on September 24 th	The stakeholder provided the following comments: 1. Exciting project. More for the community. 2. Support the development of the Project.	Versorium discussed the Project with the stakeholder during the public open house.	No outstanding questions, comments or concerns.

Appendix 1: Consultation & Engagement Plan

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Central Ave. Generating Facility

Consultation and Engagement Plan

September 2025

Consultation & Engagement Plan Overview

Versorium has created this Consultation and Engagement Plan ("CEP") to meet the requirements outlined in the LT2 process in support of seeking a municipal support resolution for the Project.

It is important to note that this CEP is not intended to meet additional consultation and engagement requirements for municipal permits, environmental permits, or any other regulatory approvals required for the project. Any additional consultation and engagement processes that may be required, will be carried out following the IESO informing Versorium if it was successful in its LT2 bid.

This document describes how Versorium prepared the stakeholder lists, the consultation and engagement activities that have occurred and will occur throughout all stages of the Project, the engagement resources and materials used thus far and planned for ongoing engagement, and the feedback opportunities that Versorium has created and will continue to create and track throughout all stages of the Project.

Versorium is committed to open and transparent consultation and engagement with landowners, occupants, residents, businesses, and other parties, Indigenous communities and organizations, as well as with the broader public. Positive and long-lasting relationships with stakeholders are key to the successful development and operation of the Project.

Practices and processes for conducting meaningful and constructive consultation and engagement for the Project are guided by the following principles:

- Consultation and engagement activities will incorporate guidance from Ontario Environment and Energy's *D-6-3 Separation Distances* to determine the recommended distances between industrial areas and sensitive land uses to protect people and the environment.
- Consultation and engagement activities will incorporate guidance from the City of Thunder Bay's *Communications Tower Consultation-Policy 02-02-15* to determine community consultation;
- Consultation and engagement activities will incorporate industry best practices;
- Preparation of a project-specific CEP that aims to meet the needs of stakeholders in a specific jurisdiction;
- The roles of Versorium staff will be well understood and they will follow the practices and policies outlined in the CEP;
- Versorium will identify stakeholders who may have an interest in or who may be impacted by the Project during the development, construction, and operations phases;
- Versorium recognizes that it has a duty to educate individuals when carrying out consultation and engagement;
- Stakeholders should feel comfortable sharing their views and providing their feedback, and that Versorium is engaging in meaningful discussion;
- Consultation and engagement will be open and transparent and will invite stakeholders to ask questions and provide feedback on the Project;
- The information provided to stakeholders will be clear and concise and communicated in a way that is easy to understand;
- Feedback from stakeholders will be addressed in a timely manner with a goal of "closing the loop" on any questions, comments or concerns raised; and
- Outcomes of the CEP will be incorporated in decisions regarding the development, construction, and operation of the Project.

Stakeholder Group Identification

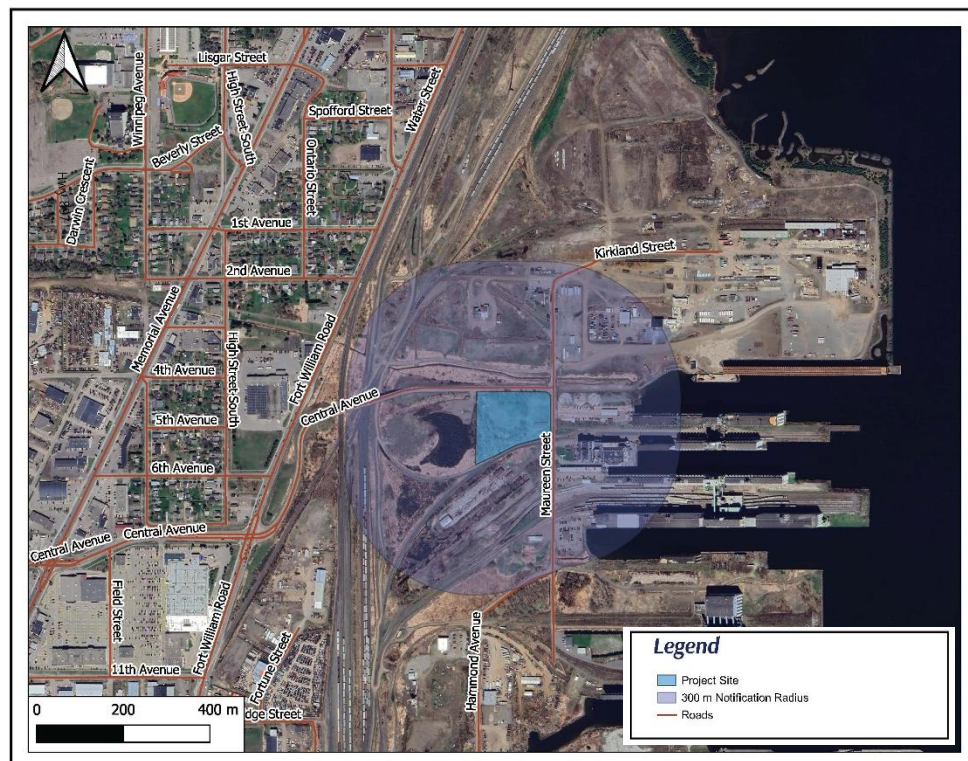
Directly Affected

Versorium identified and included all landowners, residents, occupants, businesses, and individuals who may be directly affected within a 300-metre radius of the Project. This distance was determined in discussions with the City of Thunder Bay planning staff based on the Ontario Ministry of Environment, Conservation and Parks' D-6-3 Separation Distances guideline and the City of Thunder Bay's Communications Tower Consultation Policy (02-02-15).

The methods used to identify those directly affected include:

- Obtaining publicly available address information using online mapping tools and cross-referencing with the Lakehead Conservation Authority's ArcGIS parcel screening tool;
- Utilizing local businesses to identify stakeholders within 300-metres of the Project;
- Coordinating with City of Thunder Bay Planning and Development staff to identify stakeholders within the 300-metre radius of the Project based on tax roll information;
- Reviewing publicly available municipal maps for land ownership and other parcel information; and

All individuals and businesses identified within this radius have been included in Versorium's stakeholder list and will receive consultation materials, project updates, and opportunities to provide feedback. A diagram illustrating those directly affected stakeholders within a 300-metre radius of the Project is shown below:



Indigenous Communities and Organizations

Versorium has identified four Indigenous communities and organizations for engagement:

- Fort William First Nation
- Red Sky Métis Independent Nation

- Métis Nation of Ontario
- Chi Mino Ozhitoowin

Early engagement with Fort William First Nation began in January 2025, and with Chi Mino Ozhitoowin in June 2025. These initial discussions were led by Enerflex during the Project's early development phase and established a foundation for ongoing dialogue. Building on this work, Versorium will:

- Re-engage with Fort William First Nation and Chi Mino Ozhitoowin;
- Initiate consultation with Red Sky Métis Independent Nation and the Métis Nation of Ontario; and
- Ensure each community has meaningful opportunities to review information, raise concerns, and contribute perspectives on Project planning.

Versorium is committed to open, transparent, and respectful engagement with Indigenous communities and organizations throughout the Project's development, regulatory review, construction, and operations.

Local Authorities

Versorium has engaged with the City of Thunder Bay's Planning and Development staff to:

- Share project details and timelines;
- Obtain guidance on consultation and engagement expectations;
- Provide an overview of the IESO LT2 procurement process; and
- Discuss the approach for securing a municipal support resolution to support Versorium's LT2 bid.

In addition, Versorium will provide a Project overview to the Councillor for the McKellar Ward and will deliver an overview of the Project at public meetings of the City of Thunder Bay's Growth Standing Committee and City Council. These forums ensure that information is accessible to both elected officials and the broader community, and that questions or comments can be addressed in an open and transparent setting.

Ongoing consultation will continue with municipal planning, development, and permitting staff to support the timely review of regulatory submissions and ensure compliance with local requirements.

Indirectly Affected

Versorium has identified the need to inform and engage the broader public who may be indirectly affected by the Project.

To reach these audiences, Versorium will:

- Publish a public notice of an open house in the Chronicle-Journal;
- Host a public open house; and
- Present project information at public meetings of the City of Thunder Bay's Growth Standing Committee and City Council.

By extending engagement to indirectly affected stakeholders, Versorium ensures that all interested parties—whether directly impacted or not—have the opportunity to stay informed, ask questions, and participate in the consultation and engagement process.

Consultation and Engagement Methods

To achieve effective consultation and engagement, Versorium's CEP combines a variety of tools to ensure stakeholders have clear, timely, and accessible opportunities to learn about the Project and provide input. The methods outlined below are designed to reach both directly and indirectly affected stakeholders, create transparent channels for communication, and build trust through early and meaningful dialogue.

Project Introduction Package

Versorium will initiate the Project's CEP by mailing an introduction package containing a letter, project brochure, and project map. The package will include a detailed overview of the Project, an invitation to attend the public open house, and a request for stakeholder feedback. This approach ensures that concerns or questions can be identified and addressed early in the process.

The introduction package will be mailed to stakeholders at least 14 days in advance of the public open house, scheduled for September 24th.

Packages will be distributed via Canada Post to:

- Directly affected stakeholders (within 300 metres)
- Indigenous communities and organizations; and
- Local authorities

A copy of the project introduction package is included in Appendix 2.

Company Website

Versorium's company website will serve as an accessible platform for information sharing throughout the duration of the Project. Project-specific webpages will include:

- The project brochure and map;
- Key dates and milestones;
- Notices of public consultation opportunities; and
- Contact information for providing feedback or requesting additional details.

Stakeholders with access to the company website include:

- Directly affected stakeholders (within 300 metres)
- Indigenous communities and organizations;
- Local authorities; and
- Indirectly affected stakeholders

Public Open House

A public open house will be held on September 24th to provide community members with an opportunity to review project details, ask questions, and share feedback in person. The event will feature storyboards outlining key aspects of the Project, including siting, environmental considerations, permitting, and community benefits.

To complement the visual materials, Versorium will have a team of subject matter experts on hand to engage directly with attendees. Versorium's core team has a combined 70 years of experience in the electricity sector, with expertise spanning permitting and regulatory processes, stakeholder relations, engineering, construction, interconnection, and operations. This depth of knowledge ensures that questions and concerns can be addressed promptly and thoroughly during the session.

Stakeholders invited or able to attend the public open house include:

- Directly affected stakeholders (within 300 metres)
- Indigenous communities and organizations;

- Local authorities; and
- Indirectly affected stakeholders

Municipal Meetings

In addition to the public open house, Versorium will present the Project at public meetings of the City of Thunder Bay's Growth Standing Committee and City Council. These forums provide a transparent and accessible platform to share information with elected officials and the broader public, while also creating opportunities to address questions in an open setting.

Participation in these meetings underscores Versorium's commitment to ensuring that project information is available through established and trusted municipal channels.

Stakeholders reached through municipal meetings include:

- Local authorities;
- Directly affected stakeholders;
- Indirectly affected stakeholders; and
- Indigenous communities and organizations

Ongoing Consultation and Engagement

As part of its commitment to open and transparent engagement, Versorium will continue consultation and engagement activities throughout all stages of the Project. Project updates will be provided prior to the commencement of construction and at other key project milestones. Ongoing dialogue will be maintained with local authorities as needed, and routine communications with stakeholders will continue throughout the life of the Project.

Any additional consultation or engagement processes required for municipal permits, environmental permits, or any other regulatory approvals will be carried out following notification from the IESO regarding the outcome of Versorium's LT2 bid.

This ongoing engagement ensures that stakeholders remain informed, that emerging concerns are addressed promptly, and that Versorium maintains an open, transparent, and responsive relationship with the community throughout all phases of the Project.

Consultation and Engagement Timeline

The following table outlines the sequence of consultation and engagement activities planned for the Project. This schedule ensures that stakeholders are provided with timely information, clear opportunities to provide feedback, and ongoing access to project updates throughout the development process.

Activity	Stakeholder Groups	Target Date	Notes
Project Introduction Package Mailed	Directly affected stakeholders, Indigenous communities and organizations, local authorities	Week of Sept 8, 2025	- Includes introduction letter, project brochure, project map, and open house invitation - Mailed at least 14 days in advance of the open house
Public notice in Chronicle-Journal	All stakeholder groups	Week of Sept 8, 2025	Published at least 14 days in advance of the open house
Website Launch of Project Information	All stakeholder groups	Week of Sept 8, 2025	Dedicated webpage with project materials, contact details, and updates
Public Open House	All stakeholder groups	September 24, 2025	In-person event with storyboards and Versorium subject matter experts
City of Thunder Bay Growth Standing Committee Meeting	All stakeholder groups	September 23, 2025	Public meeting; opportunity for questions and discussion
City of Thunder Bay Council Meeting	All stakeholder groups	November 4, 2025	Public meeting; seek municipal support
Ongoing engagement and follow-up	All stakeholder groups	Ongoing (post-open house and municipal meetings)	Responses to inquiries, website updates, additional meetings as required

Stakeholder Feedback

Versorium sought stakeholder feedback on the proposed project and committed to tracking the feedback that was received.

Opportunity to Provide Feedback

Versorium is committed to ensuring that stakeholders have clear and meaningful opportunities to provide feedback throughout all stages of the Project. Stakeholders are invited to ask questions, provide input, or raise concerns at any time.

Stakeholders are provided adequate time to review materials and respond to information shared by Versorium, including project updates, notices of public meetings, and other consultation activities. Feedback will continue to be sought and considered throughout project development, construction, and operations.

Tracking Feedback

Confidential stakeholder tracking forms will be utilized to summarize feedback received, record Versorium's response to that feedback, and identify any follow-up items that may be required to resolve a question, comment, or concern, and close the loop with stakeholders.

Tracking forms will be maintained in the company's internal database.

Tracking of consultation and engagement activities will continue through all stages of the project from development through to operations.

Appendix 2: Project Information Package

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To: Members of the Growth Standing Committee

City of Thunder Bay

500 Donald Street East

Thunder Bay, ON P7E 5V3

From: Margaret Woods MD,

1447 Silver Harbour Dr. Shuniah, ON

Property owner: 224 St. James St. Thunder Bay, ON

Date: Oct 21th, 2025

Subject: Health and Climate Costs of the Proposed Versorium Central Ave Gas-Fired Generating Station in Thunder Bay

Dear Chair and Members of the Committee,

As a Thunder Bay resident, retired physician and member of the Canadian Association of Physicians for the Environment (CAPE) Ontario, I am writing to express my deep concern and opposition to the proposal to construct a new gas-fired generating station on Central Ave in Thunder Bay. From a public health perspective, this project risks undermining both community well-being and climate resilience at a time when healthier, non-emitting alternatives are available.

1. Air Pollution and Health Impacts

Gas combustion emits nitrogen oxides (NO_x), fine particulate matter (PM_{2.5}), and volatile organic compounds. These pollutants are linked to respiratory illness, asthma exacerbations, cardiovascular disease, and premature death. The Canadian Medical Association (CMA) has estimated that air pollution costs Canadians over \$8 billion annually in health-care expenses and productivity loss. Even brief exposures during “peak generation” periods can trigger acute health episodes in vulnerable populations such as children, seniors, and people with chronic illness.

2. Methane and Climate-Related Health Risks

Natural gas is primarily methane—a greenhouse gas more than 80 times more potent than CO₂ over a 20-year period. Methane leakage across the supply chain significantly reduces any perceived “clean” advantage. Climate change is the greatest health crisis we face, and Thunder Bay is no exception. We have seen the effects in Northwestern Ontario through extreme weather, wildfire smoke, and heat-related illness—all of which carry escalating health and emergency response costs.

3. Hydrogen “Readiness” Does Not Equal Health or Climate Readiness

While described as “hydrogen-ready,” there is currently no regional infrastructure or supply of green hydrogen in Northwestern Ontario. Unless the City ensures a credible plan and timeline for zero-emission fuel conversion, this plant would likely lock the region into fossil gas use for decades.

4. Public Health Alternatives Exist

Clean alternatives—such as battery energy storage, distributed renewables, and demand-side management—can meet peak demand needs without producing harmful local emissions. Ontario’s Independent Electricity System Operator (IESO) has begun procuring these non-emitting resources elsewhere; Thunder Bay can and should demand the same standard.

5. The Moral and Fiscal Imperative

Every tonne of greenhouse gas emitted today adds to the future burden on our health system. Municipalities like Thunder Bay bear downstream costs through heat emergencies, poor air quality advisories, and increased hospital visits. Investing in new fossil infrastructure now transfers those costs to local taxpayers and future generations.

In Closing

I urge the Growth Standing Committee to reject the proposed Versorium Central Ave gas-fired generating station or, at minimum, to require a comprehensive Health and Climate Impact Assessment prior to municipal support. Protecting the air we breathe and the stability of our climate is the most cost-effective health intervention available to us.

Thank you for your consideration and for your leadership on issues that affect the health and sustainability of our community.

Sincerely,

Margaret Woods retired family physician, Thunder Bay

co-chair, Thunder Bay Climate Transition Collaborative

Member, Canadian Association of Physicians for the Environment (CAPE) Ontario

807-472-6279

woodsmec@gmail.com

co-signatures include:

Dr. Katrina Ward, family physician Thunder Bay

Dr. Suzanne Allain, psychiatrist, Thunder Bay

Dr. Lynn Pratt, retired family physician, Thunder Bay

Hello,

Please note the following response to Speak to City Council has been submitted at Wednesday October 22nd 2025 11:01 AM with reference number 2025-10-22-007.

- **What would you like to speak to Council about:**
Proposed Versorium Gas Generating Plant
- **Is this an item scheduled on a current agenda?:**
Yes
- **If yes, please provide report title or number.**
I believe this will be posted on October 23rd for the Growth Standing Committee meeting October 28th
- **Provide as much information as you can about the matter you would like to speak to:**
The Growth Standing Committee will consider to recommend the Versorium gas generating station on Central Avenue to Council to approve a motion of support, needed for Versorium to submit its proposal to the IESO.

I am the lead organizer for CUSP - Citizens United for a Sustainable Planet, a Thunder Bay based grassroots climate justice organization. I would like to provide context for the Standing Committee by briefly describing the science of the current state of the climate crisis. I would then like to describe the impact the proposed gas generating station would have and how it goes completely against the City's Net-Zero Strategy.

- **Provide specific actions you would like Council to take:**
We are urging the Standing Committee not to support the proposed Versorium gas generating station.
- **Have you already been in contact with City staff in regards to the subject matter of your deputation request?**
No
- **Please select the date of the meeting:**
Standing Committee - Tuesday, October 28 2025
- **Please choose**
Dr
- **First name:**
Paul

- **Last name:**
Berger
- **Email:**
paul.berger@lakeheadu.ca
- **Phone:**
(807) 983-2333
- **Organization you represent: (optional)**
CUSP - Citizens United for a Sustainable Planet
- **Please note the names of the presenters that will be attending with you:**
NA
- **Please indicate how you intend to participate in the meeting.**
In Person

Hello,

Please note the following response to Speak to City Council has been submitted at Wednesday October 22nd 2025 11:46 AM with reference number 2025-10-22-009.

- **What would you like to speak to Council about:**
Growth Standing Committee
- **Is this an item scheduled on a current agenda?:**
Yes
- **If yes, please provide report title or number.**
Request for comments on proposed electricity generating facility
- **Provide as much information as you can about the matter you would like to speak to:**
Synergy North has provided comments as part of the the Request for comments on proposed electricity generating facility on Maureen St. Process. In further discussions with Devon McCloskey, Manager, Planning Services, she has asked that I attend the meeting on October 28th to provide council an opportunity to ask questions and for me to provide an energy grid perspective.
- **Provide specific actions you would like Council to take:**
None. This is for information purposes only.
- **Have you already been in contact with City staff in regards to the subject matter of your deputation request?**
Yes
- **Who did you speak to in City Administration? What was the outcome?**
Devon McCloskey requested that I attend.
- **Please select the date of the meeting:**
Standing Committee - Tuesday, October 28 2025
- **Please choose**
Deputant
- **First name:**
Karla
- **Last name:**
Bailey

- **Email:**
kbailey@synergynorth.ca
- **Phone:**
(807) 343-1172
- **Organization you represent: (optional)**
Synergy North Corporation
- **Please note the names of the presenters that will be attending with you:**
None
- **Please indicate how you intend to participate in the meeting.**
In Person

Standing Committee Report

REPORT NUMBER		330-2025-Growth-Development Services-Realty Services	
DATE			
PREPARED	October 7, 2025	FILE	25 504394
STANDING			
COMMITTEE	October 28, 2025		
MEETING DATE			
SUBJECT		Call for Proposals Update	

PURPOSE

For Information Only.

EXECUTIVE SUMMARY

The City of Thunder Bay continues to make meaningful progress in expanding its housing supply and reaching its early goals for the Housing Accelerator Fund Program (HAF). To sustain this momentum, achieve broader growth objectives and keep smart growth a top priority, it is important to expand the supply of high-potential infill lands ready for development.

In response to these needs, the City issued a “Call for Proposals” which identified 10 high potential Opportunity Sites and invited proposals that align with the City’s development vision for smart, sustainable, and inclusive growth. Administration received and evaluated a number of promising proposals, demonstrating strong interest and confidence in the City’s direction.

Together, the leading proposals represent the potential for approximately 1,385 new units – a significant addition to the City’s housing supply. These developments would also generate new employment, support local businesses, and provide substantial sustained economic benefits.

The next steps include inviting public input through issuing notice of the potential surplus and sale of four Opportunity Sites, followed by a report back to Growth Standing Committee on November 25, 2025 seeking endorsement. Subject to Council approval of designating the lands surplus, Administration would then negotiate agreements of purchase and sale and return to Council for approval.

KEY CONSIDERATIONS

On June 2, 2025, the City of Thunder Bay issued a Call for Proposals which invited development proposals for 10 infill Opportunity Sites to advance housing, growth and sustainability goals. This approach is a proactive method for making public lands available for development. By focussing on strategic infill opportunities, this work supports the City's readiness for growth, encourages complete and compact communities, and provides additional information on the intended use of the surplus lands.

The response to the Call for Proposals was strong, with more than a dozen submissions received for six of the ten Opportunity Sites, with several attracting multiple proposals. High scoring proposals were identified for four Opportunity Sites. Administration will now proceed with the surplus declaration notice process to advance the potential development of the following sites.

- 300 Tokio Street, approximately 400 units, 6.44 Acres, Zoning: Urban Mid-Rise
- 144 Fanshaw Street, approximately 200 units, 3.00 Acres, Zoning: Urban Low-Rise
- 791 Arundel Street, approximately 600 units, 7.90 Acres, Zoning: Community
- 211-223 Tupper St & 224 Camelot St, approximately 185 units, 0.7 Acres, Zoning: Downtown Neighbourhood

If fully realized, these four site could collectively deliver:

- Approximately 1,385 new residential units across multiple affordability levels and housing types
- 709 units permitted by the end of 2026, contributing directly to the City's HAF Year Three targets
- Estimated \$2–3 million in land sale revenue
- Significant construction investment valued at approximately \$400 million
- Estimated new annual property tax assessment growth of approximately \$1.4 to 2.8 million

The Call for Proposals remains open to encourage continued development interest in the remainder of the sites.

This work directly aligns with the City's Strategic Plan Growth Pillar and the draft Smart Growth Action Plan by facilitating the development of new housing supply options, supporting urban density through complete, compact, and walkable development, and promoting affordable and equitable mixed-use neighbourhoods that meet the community's housing needs. Increasing the supply of developable land by declaring City-owned lands as surplus directly supports the City's efforts to increase the housing supply and is part of the Council Approved Housing Accelerator Fund Action Plan.

If the four high scoring proposals were to move forward with building permits obtained in 2026, the City would be well positioned to meet its Year Three Housing Supply Growth Target of 708 new units under the HAF Program and unlock the final Housing Accelerator advance of \$5.88 Million for 2027. Not only would the volume of units be extremely significant, but these developments maintain a focus on building affordable and sustainable mixed-use neighbourhoods that support the growth, inclusivity and long-term prosperity of our City for all residents.

Next Steps

On October 29, 2025, Administration will issue notice to the public that Council will consider declaring the four properties identified above as surplus and invite community input.

On November 25, 2025, Administration will report back to the Growth Standing Committee on community input received and will seek endorsement of the Committee on any surplus declaration. Summary information on the proposals will be provided.

FINANCIAL IMPLICATION

There are no direct financial implications associated with this for information report.

The surplus declaration of Opportunity Sites would result in a range of sustained economic benefits to the City and community.

BACKGROUND

Council approved Report 203-2023 (Development Services) “Application to 2023 Federal Housing Accelerator Fund” recommended a Housing Accelerator Action Plan and authorized the submission of the Housing Accelerator Fund application. The approved Housing Accelerator Action Plan outlines the City’s initiatives to increase the supply of housing with funding from the federal government. A fundamental item within the approved Housing Accelerator Action Plan is to identify City owned lands to declare as surplus and sell to support housing.

On February 29, 2024, Prime Minister Trudeau announced that the City of Thunder Bay was successful in its application and awarded up to \$20.7M in Housing Accelerator Funding.

On March 6, 2023, Council directed Administration to bring forward City-owned lands, including parkland, available for surplus and sale and that Administration provide recommendations on the top potential parcels of land that would bring the City the highest financial benefit.

Since Council has provided this direction, Administration has brought forward a number of reports recommending surplus declarations for residential development. To date, 14 properties have been successfully declared as surplus, 9 of which have been sold, and permits have been issued on 3 properties with a total of 31 units permitted. All of the previously surplus properties have been of modest size and zoned as Urban Low-Rise, meaning they have limited potential for larger scale residential or mixed-use development. At related Council meetings, Council members requested that Administration bring forward larger, more impactful properties for development.

On October 9, 2024 the 10 Opportunity Sites were presented to the Development Community at the Build Thunder Bay Stakeholder Roundtable chaired by the City Manager.

The Call for Proposals was issued in June 2025. The public was invited to submit development proposals on the 10 Opportunity Sites. The City has also made efforts to bring these properties to a “shovel-ready” condition to expedite the development process. Many exciting proposals were received that will help to accelerate the housing supply while enabling economic growth. Proposals were evaluated based on alignment with housing and growth objectives, developer capacity and track record and addressing community and neighbourhood need.

Closed Session property related and information reports are not included in this background summary.

REFERENCE MATERIAL ATTACHED

Attachment A - Tokio Map
Attachment B - Fanshaw Map
Attachment C - Arundel Map
Attachment D - Tupper & Camelot Map

REPORT PREPARED BY

Mariah Maunula, Property Agent – Realty Services

REPORT SIGNED AND VERIFIED BY

Kerri Marshall, Commissioner – Growth

Date (10/20/2025)



PROPERTY LOCATION
 AREA: 2.60 ha $\pm$
 (6.44 ac $\pm$)

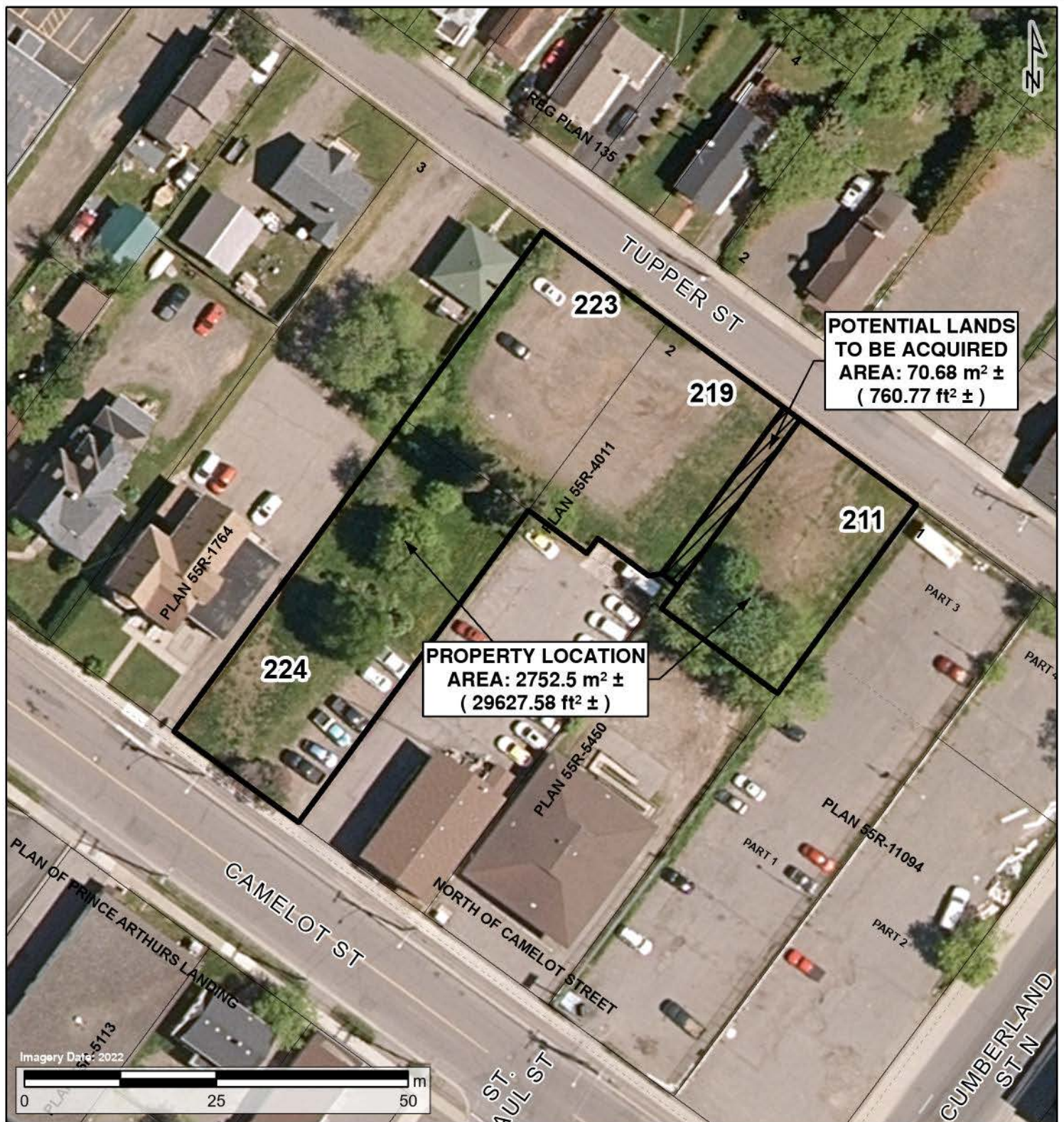
THIS MAP IS FOR GENERAL ILLUSTRATIVE PURPOSES ONLY, DIMENSIONS AND/OR AREAS ARE APPROXIMATE.

		CITY LAND 300 Tokio Street			
		LEGAL: PL M37 LT-81-107,113-125 PT LT 108-112 PL M290 PT TOKIO ST LANES CON A PT LT 4 RP 55R10186 PT 1-3 PCL 25797 TBF			
Prepared By:	HE	Date:	2025-05-28	Scale:	As Noted
Commissioner:	Kerri Marshall	Author:	LZ	File No:	N/A
LRO PIN:	PT OF 621500145	Roll No:	5804010029012000000		



THIS MAP IS FOR GENERAL ILLUSTRATIVE PURPOSES ONLY, DIMENSIONS AND/OR AREAS ARE APPROXIMATE.

 CITY OF Thunder Bay Superior by Nature GROWTH DEPARTMENT	CITY LAND 791 Arundel St					
	LEGAL: PT OF PLAN 59 PT BLK C					
	Prepared By:	HE	Date:	2025-05-28	Scale:	As Noted
	Commissioner:	Kerri Marshall	Author:	LZ	File No:	NA
	LRO PIN:	PT OF 622210022	Roll No:	5804010085155000000, 5804010085159000000 & PT OF 5804010085154000000		



THIS MAP IS FOR GENERAL ILLUSTRATIVE PURPOSES ONLY, DIMENSIONS AND/OR AREAS ARE APPROXIMATE.

 CITY OF Thunder Bay Superior by Nature GROWTH DEPARTMENT		CITY LAND			
		211 - 223 Tupper St & 224 Camelot St			
		LEGAL: TP N/S CAMERON PT LT 2 INCL RP55R5450 PT 1, N PT LT 2 N CAMERON RP55R4011 PTS 1 & 2, E PT LT 3 N CAMELOT, PT LOT 3 N CAMELOT			
Prepared By:	CK	Date:	2025-05-28	Scale:	As Noted
Commissioner:	Kerri Marshall	Author:	AW	File No:	NA
LRO PIN:	621500150, 621500147, 621500146, 621500145	Roll No:	5804010039003000000, 5804010039005000000, 5804010039008000000, 5804010039007000000		