



Committee of the Whole -Budget - Agenda

Monday, November 24, 2025, 5:00 p.m.

S.H. Blake Memorial Auditorium

Pages

1. **Open Session in the S.H. Blake Memorial Auditorium at 5:00 p.m.**
Chair: Councillor Mark Bentz
2. **Disclosures of Interest**
3. **Confirmation of Agenda**
WITH RESPECT to the November 24, 2025 Committee of the Whole - Budget meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.
4. **Reports of Municipal Officers**
 - 4.1 **Proposed 2026-2027 Capital Budget**
Report 336-2025-Corporate Services-Finance recommending that the proposed 2026-2027 Capital Budget be approved as outlined in this Report.

WITH RESPECT to Report 336-2025-Corporate Services-Finance, we recommend that the proposed 2026-2027 Capital Budget be approved as outlined in this Report;

AND THAT the 2026 Capital Budget of \$159,997,300 as outlined in this Report be financed as follows:

Capital Financed by the Tax Levy\$ 23,043,400

Debenture (Regular Tax-Supported)\$ 7,648,600

Debenture (Special Tax-Supported)\$ 20,550,000

Debenture (Waterworks)\$ 4,600,000

Debenture (Wastewater)\$ 9,000,000

Internal Loan (Parking)\$ 111,900

4 - 167

Grants\$ 56,160,300

Developer Contributions\$ 1,030,000

Tax-Supported Reserve and Reserve Funds\$ 11,729,000

Land Development Account\$ 1,636,000

Waterworks Reserve Fund\$ 12,650,000

Wastewater Reserve Fund\$ 9,112,500

Solid Waste – Landfill Reserve Fund\$ 2,663,800

Boater Services Capital Reserve Fund\$ 61,800

AND THAT the 2027 Capital Budget of \$148,044,700 as outlined in this Report be financed as follows:

Capital Financed by the Tax Levy\$ 24,505,000

Debenture (Regular Tax-Supported)\$ 7,648,600

Debenture (Special Tax-Supported)\$ 10,550,000

Debenture (Waterworks)\$ 4,600,000

Debenture (Wastewater)\$ 3,248,900

Debenture (Boater Services)\$ 250,000

Internal Loan (Parking)\$ 1,156,500

Grants\$ 48,620,300

Tax-Supported Reserve and Reserve Funds\$ 10,767,100

Waterworks Reserve Fund\$ 20,740,400

Wastewater Reserve Fund\$ 12,083,200

Solid Waste – Landfill Reserve Fund\$ 3,270,000

Boater Services Capital Reserve Fund\$ 404,700

Parking Reserve Fund\$ 200,000

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

5. New Business

6. Adjournment

Corporate Report

REPORT NUMBER 336-2025-Corporate Services-Finance		
DATE		
PREPARED	November 10, 2025	FILE
MEETING DATE November 24, 2025		
SUBJECT Proposed 2026-2027 Capital Budget		

RECOMMENDATION

WITH RESPECT to Report 336-2025-Corporate Services-Finance, we recommend that the proposed 2026-2027 Capital Budget be approved as outlined in this Report;

AND THAT the 2026 Capital Budget of \$159,997,300 as outlined in this Report be financed as follows:

Capital Financed by the Tax Levy	\$ 23,043,400
Debenture (Regular Tax-Supported)	\$ 7,648,600
Debenture (Special Tax-Supported)	\$ 20,550,000
Debenture (Waterworks)	\$ 4,600,000
Debenture (Wastewater)	\$ 9,000,000
Internal Loan (Parking)	\$ 111,900
Grants	\$ 56,160,300
Developer Contributions	\$ 1,030,000
Tax-Supported Reserve and Reserve Funds	\$ 11,729,000
Land Development Account	\$ 1,636,000
Waterworks Reserve Fund	\$ 12,650,000
Wastewater Reserve Fund	\$ 9,112,500
Solid Waste – Landfill Reserve Fund	\$ 2,663,800
Boater Services Capital Reserve Fund	\$ 61,800

AND THAT the 2027 Capital Budget of \$148,044,700 as outlined in this Report be financed as follows:

Capital Financed by the Tax Levy	\$ 24,505,000
Debenture (Regular Tax-Supported)	\$ 7,648,600
Debenture (Special Tax-Supported)	\$ 10,550,000
Debenture (Waterworks)	\$ 4,600,000
Debenture (Wastewater)	\$ 3,248,900
Debenture (Boater Services)	\$ 250,000
Internal Loan (Parking)	\$ 1,156,500
Grants	\$ 48,620,300

Tax-Supported Reserve and Reserve Funds	\$ 10,767,100
Waterworks Reserve Fund	\$ 20,740,400
Wastewater Reserve Fund	\$ 12,083,200
Solid Waste – Landfill Reserve Fund	\$ 3,270,000
Boater Services Capital Reserve Fund	\$ 404,700
Parking Reserve Fund	\$ 200,000

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

EXECUTIVE SUMMARY

This Report presents the City of Thunder Bay Proposed 2026–2027 Capital Budget for City Council's deliberation at the Special Committee of the Whole meeting on November 24, 2025. This is in accordance with the Budget Calendar, with anticipated ratification at the December 2, 2025, City Council meeting.

The 2026–2027 Capital Budget represents the City's first multi-year capital budget and is in keeping with the mandate approved by City Council on August 11, 2025. A multi-year capital budget provides an enhanced planning framework that ensures greater stability, increases predictability in project delivery, and allows for more effective phasing of large or complex infrastructure work. The second year of the budget (2027) will be re-presented to City Council next year for reaffirmation as part of the 2027–2028 Capital Budget process.

An important enhancement to this year's budget presentation is the strengthened link to the City's Asset Management Plan (AMP). Integrating the AMP directly with the Capital Budget supports more transparent and strategic decision-making, helping to direct limited resources to areas of greatest need and long-term value.

The proposed 2026-2027 Capital Budget summarized below, is in line with City Council's budget mandate, and includes an effective mix of funding sources:

Total Capital Expenditures

<u>Service Category</u>	<u>2026</u>	<u>2027</u>
• Transportation Services	\$ 46,411,400	\$ 36,063,100
• Environmental Services	\$ 46,218,100	\$ 58,000,300
• Protective Services	\$ 6,117,400	\$ 8,230,000
• Parks, Recreation & Neighbourhood Services	\$ 33,633,700	\$ 36,802,500
• Social & Health Services	\$ 18,648,800	\$ 2,367,200
• Corporate Initiatives & Operational Support	\$ 8,967,900	\$ 6,581,600
	\$159,997,300	\$148,044,700

Total Funding Sources

<u>Funding Source</u>	<u>2026</u>	<u>2027</u>
• Capital Tax Levy	\$ 23,043,400 (14%)	\$ 24,505,000 (17%)
• Grants	\$ 56,160,300 (35%)	\$ 48,620,300 (33%)
• Developer Contributions	\$ 1,030,000 (1%)	\$ 0 (0%)
• Debt	\$ 41,910,500 (26%)	\$ 27,454,000 (18%)
• Reserves and Reserve Funds	\$ 37,853,100 (24%)	\$ 47,465,400 (32%)
	\$159,997,300	\$148,044,700

DISCUSSION

Budget Process

Budget Policy 05-02-01 supports the effective allocation of human, technological, and financial resources to achieve the City's goals and objectives. The City of Thunder Bay has established service levels in accordance with legislation, Council direction, or best practices. Where there has not been explicit direction, service levels reflect Administration's understanding of what residents have come to expect from the municipality.

Multi-Year Capital Budget

The 2026-27 Capital Budget marks the City of Thunder Bay's first multi-year capital budget. The adoption of a multi-year budget provides greater stability and planning certainty, supporting more deliberate and coordinated investment decisions. The second year (2027) will be re-presented to City Council following the start of the 2026-2030 term of City Council, to be reaffirmed as part of the 2027–2028 Capital Budget process. This will support and allow for continued alignment with Council priorities, updated cost estimates, and available funding.

Budget Direction

In August 2025, through Report 216-2025 (Corporate Services – Finance), Administration recommended a target 2026 municipal tax levy increase of no more than 2.6% before growth, based on the four-year rolling average of the Consumer Price Index (CPI). Using a CPI forecast of 1.9% for 2027, the preliminary target for 2027 was an increase of 2.1%.

To support the City's ongoing infrastructure priorities and advance efforts to reduce the infrastructure deficit in alignment with the Asset Management Plan, City Council approved supplementing the Capital out of Revenue to 5% through the use of Tbaytel Dividend revenue.

The capital program maintains a disciplined allocation between renewal and new capital, with at least 80% directed to capital renewal and a maximum of 20% for new

capital, reinforcing efforts to reduce the infrastructure deficit. The current level of annual debenture funding of \$7,648,600 is maintained.

Similar to the prior year, the Operating and Capital Budgets are being presented separately. The 2026 Operating Budget will be presented in January 2026 with ratification scheduled for February 3, 2026, while the 2026-27 Capital Budget is scheduled for ratification on December 2, 2025. This provides Administration with a two-month head start on advancing the capital program.

Enhancements

An important enhancement to this year's Capital Budget presentation is the strengthened link to the City's Asset Management Plan (AMP). While Administration has always applied asset management principles to guide investment decisions, this year's presentation makes that connection more explicit. Integrating the AMP more directly into the Capital Budget represents a significant step forward in aligning investment decisions with asset condition, risk, and service level objectives. This connection supports more informed, transparent, and strategic decision-making, ensuring that limited resources are allocated to the areas of greatest need and long-term value.

Strong Mayor Powers

Amendments have been made to the Municipal Act, 2001 (Part VI.1) ("strong mayor powers") that grant new powers and duties to mayors of designated municipalities, in addition to their role as head of council (section 225) and chief executive officer (section 226.1). On October 31, 2023, the City of Thunder Bay was added to the list of designated municipalities in Ontario Regulation 530/22.

With respect to the annual budget, as a strong mayor municipality, the Mayor has the duty to present the proposed City Budget no later than February 1st to City Council. If the Mayor does not present a proposed budget, the duty would revert to City Council. With respect to this responsibility, Mayor Boshcoff issued a Mayoral Decision on August 25, 2025, of his intention not to exercise this power with respect to the 2026 Budget.

The proposed 2026-2027 Capital Budget presented in this Report corresponds with the Mayoral Decision issued by Mayor Boshcoff.

Proposed 2026-27 Capital Budget

The proposed 2026 Capital Budget totals \$159,997,300 and the proposed 2027 Capital Budget totals \$148,044,700. While these amounts appear lower than the 2025 Capital Budget (\$161.8 million), the difference is primarily due to one-time project allocations, including \$32.0 million for the Tbaytel Multiplex facility in 2025 and \$10.0 million for the SNEMS Headquarters Expansion in 2026.

Attachment A – Proposed 2026-27 Capital Budget presents the detailed capital plan. The format of the Budget has been transformed from the traditional corporate structure-based budget to a service-based budget to help develop a clearer understanding of the investments being made in critical areas and better communicate the community impact. Capital projects are grouped into the following services:

<u>Service Category</u>	<u>2026</u>	<u>2027</u>
• Transportation Services	\$ 46,411,400	\$ 36,063,100
• Environmental Services	\$ 46,218,100	\$ 58,000,300
• Protective Services	\$ 6,117,400	\$ 8,230,000
• Parks, Recreation & Neighbourhood Services	\$ 33,633,700	\$ 36,802,500
• Social & Health Services	\$ 18,648,800	\$ 2,367,200
• Corporate Initiatives & Operational Support	\$ 8,967,900	\$ 6,581,600
	\$159,997,300	\$148,044,700

Overall, the proposed 2026-27 Capital Budget reflects significant and strategic capital investments in the City, prioritizing projects that enhance infrastructure, improve public spaces, and strengthen community services.

How the Capital Budget is Funded

The City's Capital Budget is funded through a combination of tax-supported revenues, reserves and reserve funds, debenture financing, and external grants. This balanced funding approach ensures that essential infrastructure investments can proceed while maintaining long-term financial sustainability.

The proposed 2026-27 Capital Budget would be funded as follows:

<u>Funding Source</u>	<u>2026</u>	<u>2027</u>
• Capital Tax Levy	\$ 23,043,400 (14%)	\$ 24,505,000 (17%)
• Grants	\$ 56,160,300 (35%)	\$ 48,620,300 (33%)
• Developer Contributions	\$ 1,030,000 (1%)	\$ 0 (0%)
• Debt	\$ 41,910,500 (26%)	\$ 27,454,000 (18%)
• Reserves and Reserve Funds	\$ 37,853,100 (24%)	\$ 47,465,400 (32%)
	\$159,997,300	\$148,044,700

Capital Tax Levy

The Capital Tax Levy provides a stable, recurring source of funding and supports fairness by ensuring that current taxpayers fund projects that directly benefit them. The proposed 2026 Capital Budget includes \$23,043,400 financed from the tax levy and the proposed 2027 Capital Budget includes \$24,505,000 financed from the tax levy.

The “base” tax levy amount for 2026 of \$20,902,200 (2025: \$19,906,900) is 5.0% more than the previous year's “base” tax levy which is in line with City Council direction. The

2026 capital tax levy contribution also includes \$2,141,200 (2025: \$2,735,700) related to the retirement of the tax-supported Homes Debenture (see below).

The “base” tax levy amount for 2027 of \$21,947,300 is 5.0% more than the 2026 “base” tax levy which is also in line with City Council direction. The 2027 capital tax levy contribution also includes \$2,557,700 related to the retirement of the tax-supported Homes Debenture (see below).

In 2023, the Homes Debenture was retired and in accordance with the City’s Debt Management Strategy, rather than decrease the levy, those tax-supported debt payments are being invested into the Capital Budget. This is a prudent, temporary measure to increase the level of investment in infrastructure without creating variations in the municipal tax levy. As special debentures are issued in future years, these funds will be realigned to cover the subsequent debt payments.

Grants

Grants from other levels of government help reduce the financial burden on local taxpayers and accelerate priority investments. Some programs, such as the Canada Community-Building Fund (CCBF), Ontario Community Infrastructure Fund (OCIF), and Provincial Gas Tax (PGT), provide relatively stable and predictable sources of funding, while others are one-time or application-based. Grant funding in the proposed 2026 Capital Budget totals \$56,160,300, and \$48,620,300 in the proposed 2027 Capital Budget.

Administration actively seeks to maximize available grant funding to help address the City’s infrastructure needs and reduce reliance on municipal sources. If additional grant funding is secured after the budget is approved, it may be used to replace other funding sources through the budget appropriation process. Where grant funding is not approved, projects will either be cancelled, or Administration will propose alternative funding options to City Council for consideration.

Developer Contributions

Developer contributions included in the proposed 2026 Capital Budget total \$1,030,000. If additional developer contributions are secured after the budget is approved, they may be used to reduce reliance on other municipal funding sources.

Debt

Debt allows the City to spread the cost of major projects over time, supporting intergenerational equity by aligning payments with the period over which assets provide service. This approach ensures that today’s tax and ratepayers are not solely responsible for improvements that will serve residents for decades.

Debt financing in the proposed 2026 Capital Budget is \$41,910,500, and \$27,454,000 for 2027. This includes the regular tax-supported debenture program of \$7,648,600 each year, as well as two special debentures. The first special debenture is \$21.1 million over two years for the Organics Processing Facility, and the second is \$10.0 million in 2026 for the expansion of the Superior North Emergency Medical Services (SNEMS) Headquarters in Thunder Bay. As the SNEMS expansion is driven by the Community Paramedicine program, which is 100% provincially funded, the cost to service this debenture is expected to be fully covered; if it were not, the project would not proceed.

In addition, internal loans are proposed for Parking and rate-supported debentures are proposed to support Waterworks, Wastewater, and Boater Services infrastructure.

Reserves and Reserve Funds

Reserves and reserve funds support planned replacement and renewal, ensuring resources are available for future capital needs. Reserve and reserve fund financing (including the Land Development Account) in the proposed 2026 Capital Budget totals \$37,853,100, and \$47,465,400 for 2027.

CONSULTATION

On October 22, 2025 the City held its Thunder Bay Talks – Fall 2025 event where residents were invited to engage with Administration including sharing their thoughts on the budget process

Administration will engage with the community through a public Budget Survey specific to the proposed 2026-2027 Capital Budget during the period of November 18 to 25, 2025, with the results presented to Council on December 2, 2025, prior to the scheduled budget ratification.

FINANCIAL IMPLICATION

The proposed Capital Budget, as presented, would result in an investment of \$159,997,300 in infrastructure and community projects in 2026 and \$148,044,700 in 2027. The proposed budget would require a capital tax levy of \$23,043,400 in 2026 and \$24,505,000 in 2027 and is consistent with City Council's 2026-27 budget mandate.

CONCLUSION

The proposed 2026 Capital Budget, totalling \$159,997,300 and the proposed 2027 Capital Budget, totalling \$148,044,700 are in line with City Council's 2026-27 budget mandate. Therefore, it is concluded that City Council should approve the 2026-27 Capital Budget as presented.

BACKGROUND

At the August 11, 2025, Committee of the Whole meeting, Report 216-2025-Corporate Services-Finance - 2026 Budget Direction and Calendar was presented. City Council approved a 2026 budget mandate of 2.6% before growth for Operating and Capital Budgets, as well as a 2027 Capital Budget mandate of 2.1% before growth.

REFERENCE MATERIAL ATTACHED

Attachment A: Proposed 2026-2027 Capital Budget

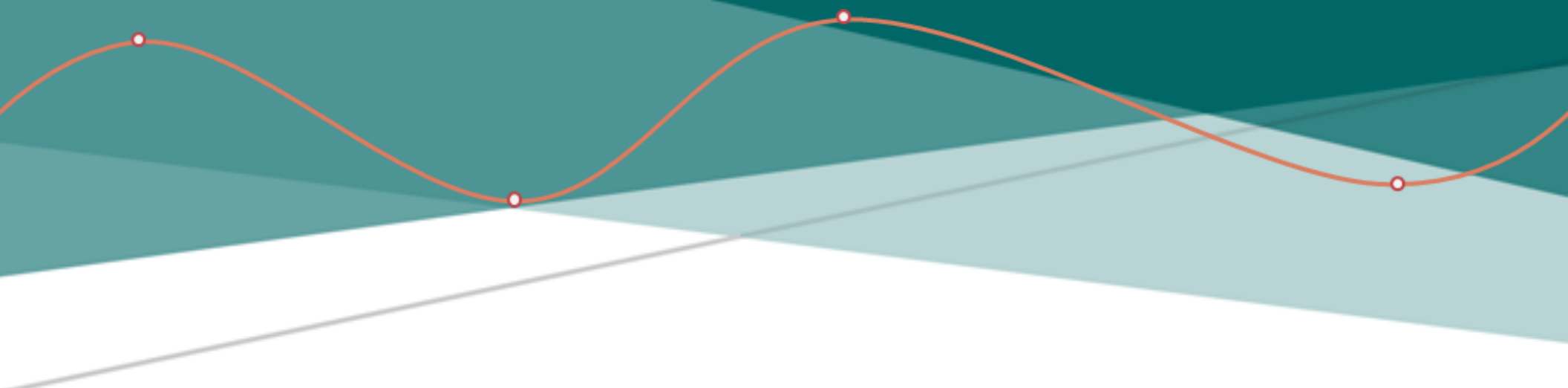
REPORT PREPARED BY

Andrea Morrison, CPA, CA, Director Finance – Corporate Services

REPORT SIGNED AND VERIFIED BY

Keri Greaves, CPA, Commissioner – Corporate Services & City Treasurer

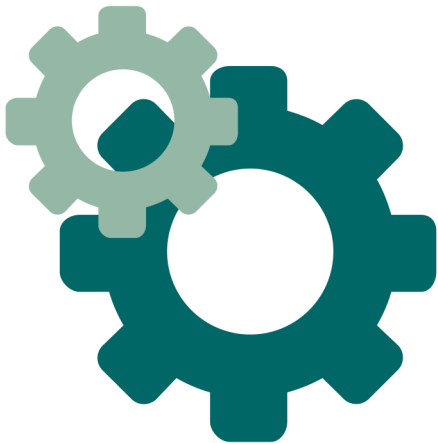
Date 11/13/2025 (MM/DD/YEAR)



PROPOSED 2026-2027 CAPITAL BUDGET

The Corporation of the City of Thunder Bay, Ontario, Canada

Committee of the Whole — Budget — November 24, 2025





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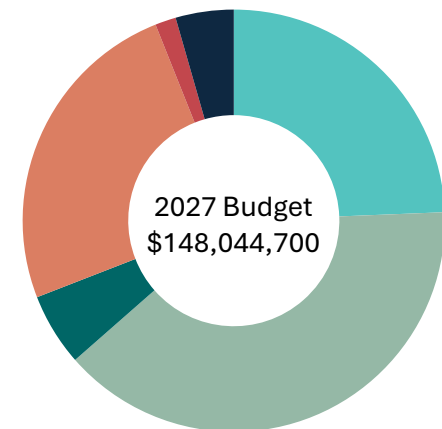
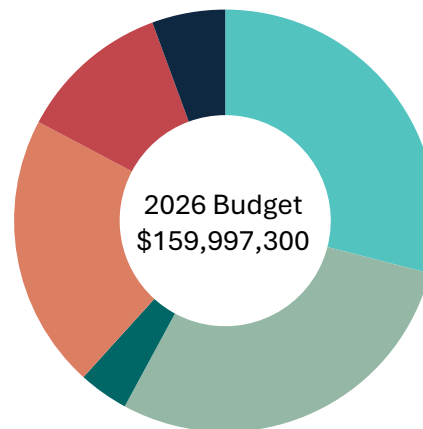
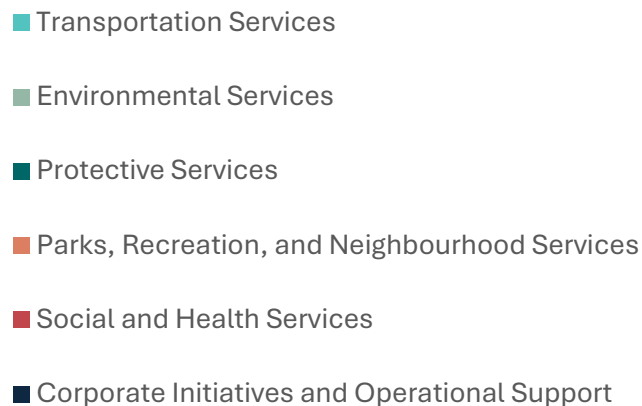


2026-27 CAPITAL BUDGET

The 2026-27 Capital Budget outlines the City of Thunder Bay's planned investments in infrastructure networks, facilities, equipment, fleet, and other plans and initiatives. This is the City of Thunder Bay's first multi-year capital budget. Having a multi-year capital budget offers many benefits:

- Improves the ability to align investments with long-term strategic goals;
- Enhances predictability in project delivery;
- Allows more effective phasing of large or complex infrastructure work; and
- Improves cost control by reducing the impact of inflation and enabling better procurement.

This approach supports more efficient use of resources, better coordination, and stronger financial sustainability over time. The key areas of investment include:



Planned capital spending in 2026 is higher than in 2027, largely due to the timing of several one-time projects. Aside from these, the City's ongoing investment in infrastructure renewal remains stable over the two-year plan.



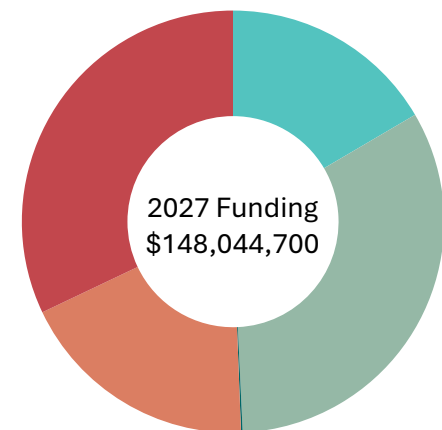
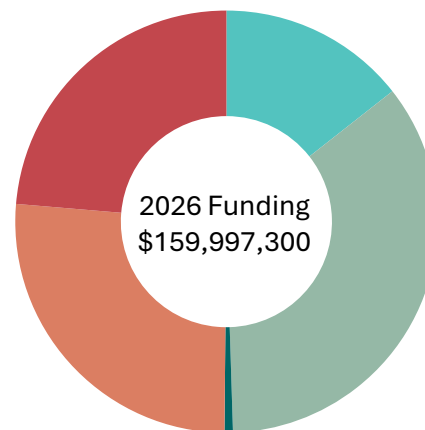
FUNDING THE CAPITAL BUDGET

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

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

The 2026-27 Capital Budget balances these three approaches and leverages significant external funding from the federal and provincial government, enabling the City to take on major infrastructure and community projects without overburdening tax and ratepayers.

- Tax Levy (pay now)
- Grants (pay now)
- Developer Contributions & Other (pay now)
- Debentures and Internal Loans (pay later)
- Reserve and Reserve Funds (pay in advance)



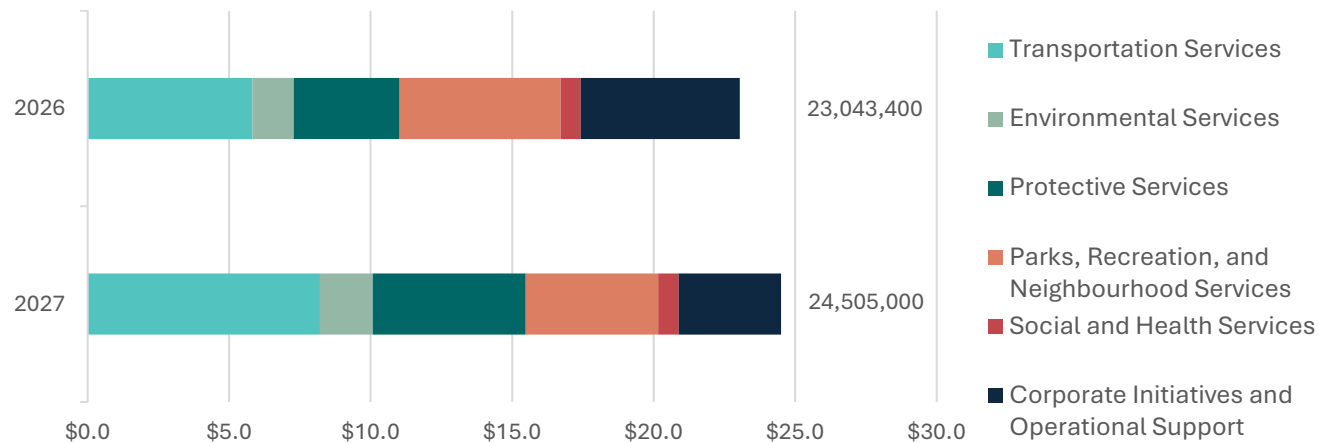


Tax Levy

City Council set budget direction for the tax levy related to capital based on the four-year rolling average of Consumer Price Index (CPI), which called for increases of 2.6% in 2026 and 2.1% in 2027. Council subsequently approved increasing these to 5% in each year by directing a portion of the expected Tbaytel Dividend to capital. Rather than using the dividend as a direct funding source in the capital budget, the approach increases the tax-funded contribution to capital, with the dividend shown in the operating budget to offset the impact.

As a result, the base tax levy contribution to capital will increase from \$19,906,900 in 2025 to \$20,902,200 in 2026 and \$21,947,300 in 2027. In addition, the plan includes a contribution from the tax levy related to the retirement of the tax-supported Homes Debenture; \$2,141,200 in 2026 and \$2,557,700 in 2027. This remains a temporary measure to supplement the capital budget until those funds are required to support future special debentures.

The tax levy for the capital budget will be invested as follows:





Grants

The Capital Budget includes \$56,210,300 in funding from the federal and provincial government in 2026 and \$48,620,300 in 2027. It is important to note that some projects identified throughout this document are dependent on the confirmation of grant funding. If the grant funding is not approved, the project will not proceed unless alternative funding is approved by Council.

Canada Community-Building Fund (CCBF)

Formerly known as the Federal Gas Tax Fund, the CCBF is a stable, predictable, and indexed source of federal funding that allows municipalities to make strategic investments in essential infrastructure such as roads, bridges, public transit, drinking water and wastewater infrastructure, and recreational facilities. Municipalities can pool, bank, and borrow against the CCBF to address local priorities. The City's allocation of CCBF is \$7,129,200 for 2026 and \$7,414,400 for 2027.

Ontario Community Infrastructure Fund (OCIF)

The OCIF is a provincial program that helps small, rural, and northern communities renew and rehabilitate critical infrastructure. In 2021, the Province announced that it would double its investment in the OCIF for five years, beginning in 2022. The City's allocation of OCIF for 2026 is \$10,000,000, the maximum amount allowable under this grant. The 2027 allocation has not yet been announced, but \$10,000,000 has been assumed for planning. Administration will continue to monitor program developments and make adjustments as needed once the Province determines the future of OCIF.

Provincial Gas Tax

The Provincial Gas Tax program is provided to municipalities to improve local transit by expanding service hours, increase routes, purchase new vehicles, and improve accessibility to increase transit ridership. The City has assigned \$1,442,600 in 2026 and \$2,477,800 in 2027 from anticipated Provincial Gas Tax revenues to the capital program in support of Transit Services.

Investing in Canada Infrastructure Program (ICIP)

The ICIP is a federal program that provides long-term, application-based funding to help communities reduce air and water pollution, provide clear water, increase resilience to climate change, and create a clean-growth economy. Investments in infrastructure are made through four targeted funding streams: Public Transit, Green Infrastructure, Rural and Northern Communities Infrastructure, and Community, Culture and Recreation Infrastructure. The City's anticipated allocation of ICIP is \$12,637,900 for 2026 and \$4,011,500 for 2027.



Canada Public Transit Fund (CPTF)

The CPTF is a federal program that supports public transit and active transportation infrastructure. The fund provides stable and predictable funding to advance long-term transit objectives. It aims to increase the use of public transit and active transportation relative to car travel, support housing supply and affordability through complete, transit-oriented communities, help mitigate climate change and improve climate resilience, and enhance transit and active transportation options for all, with a focus on Indigenous Peoples and equity-deserving groups. The City's anticipated allocation of CPTF for both 2026 and 2027 is \$1,081,600.

Housing Accelerator Fund (HAF)

The HAF is a federal program that supports local governments create transformational change that will increase the housing supply. The 2026 Capital Budget includes the third year of the City's approved HAF allocation, totaling \$5,196,000. In 2025, the City was also approved for \$2,077,000 in additional HAF funding to support the Vacant and Dilapidated Buildings Program, with one-third of that amount allocated in 2025, and one-third included in the 2026 Capital Budget. The final third is not included in the 2027 budget as it is contingent on meeting housing targets.

Municipal Housing Infrastructure Program (MHIP)

The MHIP provides funding for core infrastructure projects, such as roads and water systems, to support growing and developing communities.

- Housing-Enabling Core Servicing Stream (HECS): The HECS help municipalities build, maintain and repair roads, bridges and culverts. The budget includes \$2,880,200 of its HECS allocation in both 2026 and 2027.
- Housing-Enabling Water System Fund (HEWSF): The HEWSF helps municipalities develop, repair, rehabilitate, and expand critical drinking water, wastewater and stormwater infrastructure. The budget includes \$3,182,800 of its HEWSF allocation in both 2026 and 2027.
- Health and Safety Water Stream (HSWS): The HSWS helps municipalities build, rehabilitate and expand aging water, flood and shoreline erosion infrastructure to ensure communities have safe, reliable water services and are protected during extreme weather events. The City's anticipated allocation of HSWS is \$4,209,700 in both 2026 and 2027.

Other Grants

The budget includes other grants totalling \$7,708,000 in 2026 and \$13,362,300 in 2027 which will be invested in various City assets.

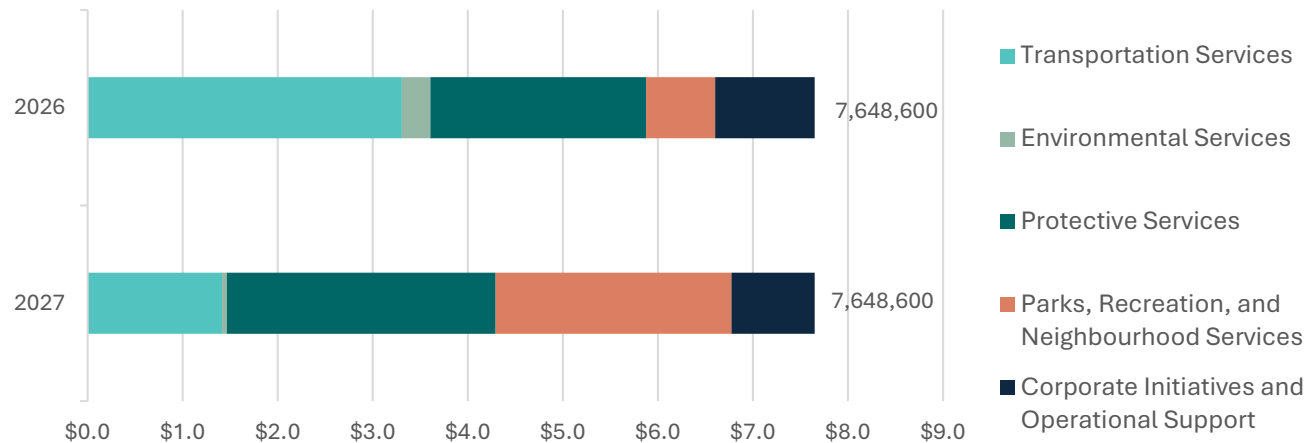


Debentures and Internal Loans

The Capital Budget includes \$41,910,500 of debt financing in the form of debentures and internal loans in 2026 and \$27,454,000 in 2027.

Tax-Supported Debentures

Long-term debt is a critical component of the City's long-term capital financing strategy. The City has a regular debenture program to fund tax-supported new construction and cyclical asset renewal. The regular tax-supported debenture total for both 2026 and 2027 is \$7,648,600, equal to the previous year's budget, and will be invested as follows:



The plan also includes tax-supported Special Debentures of \$10,550,000 in each of 2026 and 2027 for the construction of a new Organics Processing Facility and \$10,000,000 in 2026 for the expansion of the Superior North EMS Headquarters. The EMS expansion will not proceed without Provincial confirmation of full funding for the related debt servicing costs.

Rate-Supported Debentures

The City's rate-supported programs have long-term financial plans, approved by Council, that identify the capital requirements and financing strategies to ensure financial sustainability. Debentures are planned to finance capital projects for rate-supported programs in 2026: Wastewater (\$9,000,000), Waterworks (\$4,600,000) and 2027: Wastewater (\$3,248,900), Waterworks (\$4,600,000), Boater Services (\$250,000).



Internal Loans

The City's rate-supported programs may borrow against the City's reserves and reserve funds with interest charged at 0.5% above the average investment rate in the year the loan is issued. While this practice is being phased out, internal loans are required to finance capital projects for Parking: \$111,900 in 2026 and \$1,156,500 in 2027.

Developer Contributions

The City receives contributions from developers to support the construction or extension of municipal infrastructure required to support specific new developments. The 2026 Capital Budget includes \$1,030,000 of funding from developer contributions to be applied to such projects.

Reserve and Reserve Funds

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

The Capital Budget includes financing from reserve and reserve funds and the Land Development Account (LDA) totalling \$37,853,100 (tax-supported: \$11,729,000, rate-supported: \$24,488,100, LDA: \$1,636,000) in 2026 and \$47,465,400 (tax-supported: \$10,767,100, rate-supported: \$36,698,300) in 2027. A detailed breakdown of planned reserve and reserve fund usage is provided below:



Reserve and Reserve Funds	2026 (\$000)	2027 (\$000)
Tax-Supported		
Assessment Growth	500.0	500.0
Building Faster Fund	880.0	-
Capital General	1,250.0	650.0
Capital Transit	2,651.5	3,577.4
Clean, Green and Beautiful	220.0	220.0
Corporate Energy Innovation	45.0	45.0
Corporate Information Technology (CIT)	503.7	758.1
Event Hosting	10.0	-
MTO Capital Transit	138.2	-
Municipal Accommodation Tax	675.0	50.0
Parkland Dedication	526.9	210.8
Recreational Trails	39.5	39.5
Renew Thunder Bay	1,773.5	2,695.0
Superior North EMS (SNEMS) Capital	1,485.7	1,461.3
Whalen Building Capital	1,030.0	560.0
Subtotal Tax-Supported	11,729.0	10,767.1
Rate-Supported		
Boater Services Capital	61.8	404.7
Parking	-	200.0
Solid Waste – Landfill	2,663.8	3,270.0
Wastewater	9,112.5	12,083.2
Waterworks	12,650.0	20,740.4
Subtotal Rate-Supported	24,488.1	36,698.3
Land Development Account (LDA)	1,636.0	-
Total Reserve and Reserve Funds (Including LDA)	37,853.1	47,465.4



ASSET MANAGEMENT PLAN

The City of Thunder Bay's assets have an estimated replacement value of \$4.9 billion. These assets are essential to providing the services that contribute to a high quality of life for residents and support the City's long-term economic vitality by enabling growth, attracting new businesses, and creating employment opportunities.

Asset management is an ongoing process that guides how the City plans, designs, builds, operates, maintains, and replaces the infrastructure, equipment and other assets that deliver municipal services. It provides a structured, long-term approach to managing assets and prioritizing investment at each stage of an asset's life cycle.

Key strategies include:

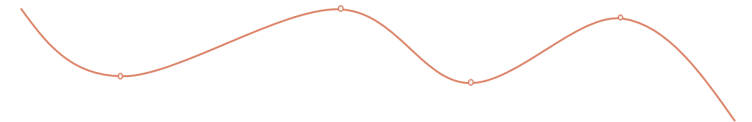
- **Prioritize Renewal** – Adopt an 80/20 capital funding split—80% for renewal of existing assets and 20% for new infrastructure.
- **Increase Capital Contributions** – Gradually increase capital out of revenue beginning in 2028 to reduce reliance on debt and external funding and reduce the infrastructure gap.
- **Lifecycle-Based Planning** – Align investment decisions with full lifecycle costs, risk exposure, and long-term affordability.
- **Support Smart Growth** – Coordinate asset planning with intensification and infill strategies to limit infrastructure sprawl and reduce ongoing maintenance and replacement obligations.

The City faces an annual infrastructure deficit of \$30.6 million, representing the gap between the funding required to sustain current service levels and the resources currently available. The financial strategy outlined in the City's Asset Management Plan (AMP) recommends gradually increasing investments in asset renewal to address the infrastructure backlog, achieve targeted service levels, and maintain long-term affordability.

This multi-year capital budget is closely aligned with the City's Asset Management Plan, ensuring that investments are evidence based, financially responsible, and directed toward achieving the greatest long-term value. The alignment helps the City minimize risk, maintain reliable services, and reduce costs over time by preventing the higher expenses associated with deferred maintenance.



TRANSPORTATION SERVICES





Roads

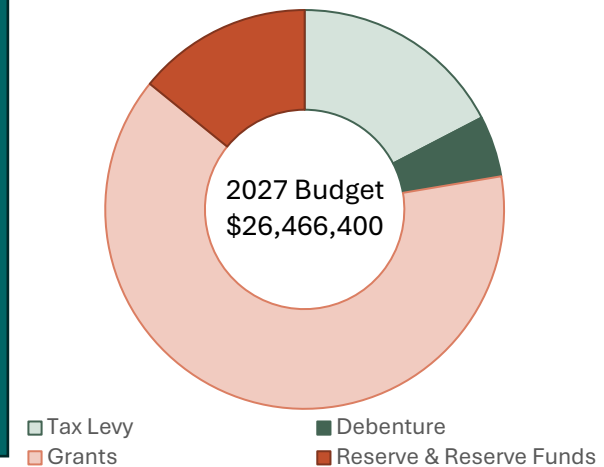
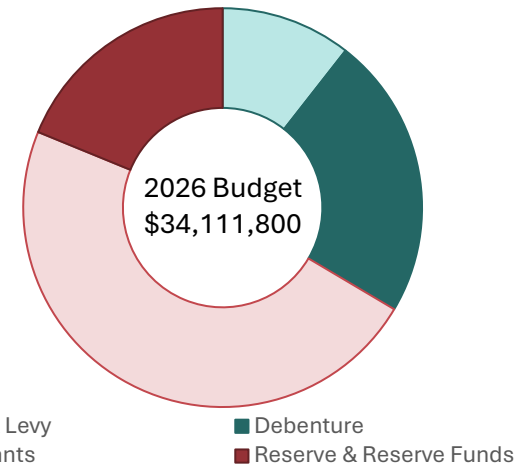
The City is responsible for maintaining and managing the network of public roads and related transportation infrastructure. The City ensures that roadways are safe, accessible, and well-maintained for vehicles, pedestrians, and cyclists.

The City of Thunder Bay conducts detailed pavement condition inspections on a 5-year cycle. Every paved road is inspected for relative roughness of the pavement and defects such as cracking. With the measurement, an overall condition index (OCI) is developed which rates the pavement on a zero to ten scale, where zero represents very poor condition and ten represents excellent condition.

Link to the Asset Management Plan

<u>Asset Class</u>	<u>Average OCI</u>	<u>Average Condition</u>
Roads	7.9 (2020)	Fair

Capital projects for Roads are prioritized based on asset condition, safety, traffic volume, and network criticality, in alignment with the City's Asset Management Plan. Investments focus on renewing and rehabilitating pavement, intersections, and related infrastructure to maintain safe, efficient, and reliable transportation for all users. Project selection is informed by pavement condition assessments, risk evaluations, and coordination with underground and surface infrastructure projects to maximize efficiency and minimize service disruptions.





Project Category: Network (Expansion)

The plan includes network expansions of roads, water, sanitary, and storm services to support growth and future developments, including several areas identified in the Thunder Bay Housing Lands Needs Study & Strategy to support new residential development

Benefits of Funding: Supports the extension of water and sewer systems to provide safe drinking water, protect the environment, and support growth with reliable transportation and public works systems.

Innova Park Development

The planned infrastructure will enhance access to Innova Park and improve stormwater management, increasing its appeal for future development opportunities.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant & Other (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant & Other (\$000)	Debt (\$000)
IOT-RDS-0003-AR-214	Pavement Resurfacing	550.0	550.0	-	-	-	-	-	-	-	-
IOT-RDS-0004-RN-031	Golf Links @ Harbour Expressway – Lane Expansion	450.0	225.0	-	225.0	-	-	-	-	-	-
IOT-RDS-0008-SN-057	Sidewalks	100.0	100.0	-	-	-	-	-	-	-	-
IOT-RDS-0007-TS-038	Traffic Signals	350.0	175.0	-	175.0	-	-	-	-	-	-
IOT-ENV-0001-ST-104	Stormwater Pond	1,066.0	586.0	-	480.0	-	-	-	-	-	-
	Total	2,516.0	1,636.0	-	880.0	-	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Land Development Account	1,636.0	-
Other	Developer Contribution	880.0	-



Central Avenue Development Lands

This project is a continuation of the design and environmental work completed in 2025 and supports the development of City owned lands off Central Avenue. It involves asphalt paving, new sidewalks, multi-use trails, curb and gutter, street lighting, intersection improvements, and replacement and widening of the Central Avenue bridge (structural culvert). Additionally, the project involves extension of watermains, sanitary sewer, storm sewers, and storm management systems as part of the overall improvements. Once completed, this development will enable approximately 1,260 new housing units.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0004-RN-028	Road Network Improvements	6,120.2	-	240.0	5,880.2	-	6,120.2	-	269.3	5,850.9	-
IOR-SAN-0001-NE-009	Sanitary Sewer	1,591.4	-	-	1,591.4	-	2,164.2	13.1	-	1,591.4	559.7
IOR-WAW-0005-NE-004	Watermain	1,973.3	-	-	1,591.4	381.9	1973.3	381.9	-	1,591.4	-
	Total	9,684.9	-	240.0	9,063.0	381.9	10,257.7	395.0	269.3	9,033.7	559.7

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Wastewater Reserve Fund	-	13.1
Reserve Fund	Waterworks Reserve Fund	-	381.9
	Total Reserve Fund	-	395.0
Grant	Housing-Enabling Core Servicing Stream	2,880.2	2,880.2
Grant	Housing-Enabling Water Systems Fund	3,182.8	3,182.8
Grant	Canada Community-Building Fund	2,000.0	2,100.0
Grant	Ontario Community Infrastructure Fund	1,000.0	870.7
	Total Grant	9,063.0	9,033.7
Debt	Debenture (Rate Supported: Wastewater)	-	559.7
Debt	Debenture (Rate Supported: Waterworks)	381.9	-
	Total Debt	381.9	559.7



Burwood Road Extension

This project is a continuation of the work completed in 2024 and 2025 and supports the future development of properties in the area, including City owned lands. It involves extension of the road, watermain, sanitary sewer, and intersection improvements including new traffic-controlled intersection at Oliver Road and Burwood Road.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant & Other (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant & Other (\$000)	Debt (\$000)
IOT-RDS-0004-RN-030	Phase 3 – Road Network Improvement	550.0	-	-	550.0	-	-	-	-	-	-
IOT-RDS-0007-TS-037	Traffic Signals – Burwood Rd @ Oliver Rd	150.0	-	-	71.6	78.4	-	-	-	-	-
IOR-SAN-0001-NE-008	Phase 3 – Sanitary Sewer	150.0	150.0	-	-	-	-	-	-	-	-
IOR-WAW-0005-NE-003	Phase 3 – Watermain	150.0	54.0	-	-	96.0	-	-	-	-	-
	Total	1,000.0	204.0	-	621.6	174.4	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Wastewater Reserve Fund	150.0	-
Reserve Fund	Waterworks Reserve Fund	54.0	-
	Total Reserve Fund	204.0	-
Grant	Housing Accelerator Fund	500.0	-
Grant	Canada Community-Building Fund	71.6	-
Other	Developer Contribution	50.0	-
	Total Grant & Other	621.6	-
Debt	Debenture (Rate Supported: Waterworks)	96.0	-
Debt	Debenture (Tax Supported)	78.4	-
	Total Debt	174.4	-



Empire Avenue – Brown Street to 100 Metres West

This project continues the work initiated in 2025 to extend Empire Avenue west of Brown Street, supporting new residential development on City-owned lands. The 2026 allocation represents a top-up to the 2025 budget to complete the work including extension of the watermain and improvements to stormwater management.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-ENV-0001-ST-105	Stormwater Management	175.0	-	-	175.0	-	-	-	-	-	-
IOR-WAW-0004-WR-158	Watermain Network Expansion	135.0	135.0	-	-	-	-	-	-	-	-
	Total	310.0	135.0	-	175.0	-	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	135.0	
Grant	Disaster Mitigation and Adaptation Fund	70.0	-
Grant	Ontario Community Infrastructure Fund	105.0	-
	Total Grant	175.0	-





Subdivision Oversizing

Funds are set aside to support growth in areas that require additional servicing.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0005-NE-001	Subdivision Oversizing - Waterworks	-	-	-	-	-	50.0	50.0	-	-	-
IOR-SAN-0001-NE-001	Subdivision Oversizing - Wastewater	-	-	-	-	-	50.0	50.0	-	-	-
	Total	-	-	-	-	-	100.0	100.0	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	-	50.0
Reserve Fund	Wastewater Reserve Fund	-	50.0
	Total Reserve Fund	-	100.0

Surface Treatment

The plan includes applying new surface treatment (chipseal) to existing rural gravel roads.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-198	Surface Treatment	225.0	-	-	225.0	-	225.0	-	25.0	200.0	-

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Canada Community-Building Fund	225.0	200.0



Project Category: Network (Integrated Road Projects)

The plan includes road reconstruction projects including both underground replacement (watermains, sanitary and storm sewers) and repaving, as well as other integrated infrastructure renewal, such as streetlights and sidewalks, based on asset management priorities.

Benefits of Funding: Supports the renewal of water and sewer systems to provide safe drinking water, protect the environment, and provides reliable transportation and public works systems.

Brock Street – Brown Street to Heath Street

This project includes rehabilitation and renewal of the road surface and associated infrastructure as well as replacement of aging underground sewer and water and the removal of lead service connections.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-189	Pavement Reconstruction	150.0	-	-	150.0	-	-	-	-	-	-
IOT-RDS-0010-SL-074	Streetlighting	60.0	-	-	50.0	10.0	-	-	-	-	-
IOT-RDS-0006-SR-077	Sidewalk Replacement	125.0	-	-	125.0	-	-	-	-	-	-
IOR-SAN-0004-SA-076	Sanitary Sewer Replacement	500.0	500.0	-	-	-	-	-	-	-	-
IOR-WAW-0004-WR-141	Watermain Replacement	500.0	500.0								
	Total	1,335.0	1,000.0	-	325.0	10.0	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Wastewater Reserve Fund	500.0	-
Reserve Fund	Waterworks Reserve Fund	500.0	-
	Total Reserve Fund	1,000.0	-
Grant	Canada Community-Building Fund	325.0	-
Debt	Debenture (Tax Supported)	10.0	-



Cumberland Street – Tupper Street to Pearl Street

This project includes rehabilitation and renewal of the road surface and associated infrastructure, some public realm improvements, as well as replacement of aging underground sewer and water and the removal of lead service connections.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-218	Pavement Reconstruction	500.0	-	-	500.0	-	-	-	-	-	-
IOT-RDS-0010-SL-085	Street Lighting Replacement	100.0	-	-	100.0	-	-	-	-	-	-
IOR-SAN-0004-SA-089	Sanitary Sewer Replacement	1,500.0	500.0	-	-	1,000.0	-	-	-	-	-
IOR-WAW-0004-WR-169	Watermain Replacement	1,500.0	-	-	-	1,500.0	-	-	-	-	-
	Total	3,600.0	500.0	-	600.0	2,500.0	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Wastewater Reserve Fund	500.0	
Grant	Ontario Community Infrastructure Fund	600.0	-
Debt	Debenture (Rate Supported: Wastewater)	1,000.0	
Debt	Debenture (Rate Supported: Waterworks)	1,500.0	





College Street – Herbert Street to Red River Road

This project includes rehabilitation and renewal of road surface, as well as replacement of aging underground sewer and water and the removal of lead service connections.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-228	Pavement Reconstruction	325.0	-	-	325.0	-	-	-	-	-	-
IOR-SAN-0004-SA-019	Sanitary Sewer Replacement	700.0	-	-	-	700.0	-	-	-	-	-
IOR-WAW-0004-WR-172	Watermain Replacement	425.0	425.0	-	-	-	-	-	-	-	-
	Total	1,450.0	425.0	-	325.0	700.0	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	425.0	
Grant	Ontario Community Infrastructure Fund	325.0	-
Debt	Debenture (Rate Supported: Wastewater)	700.0	





Martin Avenue – Ponderosa Drive to 180 Metres East

This project includes pavement resurfacing, stormwater improvements, and watermain looping to improve water quality and fire flows.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant & Other (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant & Other (\$000)	Debt (\$000)
IOT-RDS-0003-AR-220	Pavement Reconstruction	200.0	-	-	190.0	10.0	-	-	-	-	-
IOT-ENV-0001-ST-097	Stormwater Management	100.0	-	-	-	100.0	-	-	-	-	-
IOR-WAW-0004-WR-170	Watermain Looping	325.0	275.0	-	50.0	-	-	-	-	-	-
	Total	625.0	275.0	-	240.0	110.0	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	275.0	-
Grant	Canada Community-Building Fund	140.0	-
Other	Developer Contribution	100.0	-
	Total Grant & Other	240.0	-
Debt	Debenture (Tax Supported)	110.0	-





Luci Court – Isabella Street to Moodie Street

This project includes rehabilitation and renewal of the road surface and associated infrastructure, as well as replacement of aging underground sewer and water and the removal of lead service connections. This project is being driven by underground services, so the pavement restoration costs are included in the Sanitary Sewer and Watermain budget.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0010-SL-078	Street Lighting (Duct)	50.0	-	-	40.0	10.0	-	-	-	-	-
IOT-RDS-0006-SR-099	Sidewalk Replacement	80.0	-	-	80.0	-	-	-	-	-	-
IOR-SAN-0004-SA-086	Sanitary Sewer Replacement	450.0	450.0	-	-	-	-	-	-	-	-
IOR-WAW-0004-WR-027	Watermain Replacement	550.0	550.0	-	-	-	-	-	-	-	-
	Total	1,130.0	1,000.0	-	120.0	10.0	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Wastewater Reserve Fund	450.0	-
Reserve Fund	Waterworks Reserve Fund	550.0	-
	Total Reserve Fund	1,000.0	-
Grant	Ontario Community Infrastructure Fund	120.0	-
Debt	Debenture (Tax Supported)	10.0	-





Madeline Street – River Street to Crescent Avenue

This project includes pavement rehabilitation, repairs to the McVicar Creek culvert headwall, and renewal of the watermain.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-196	Pavement Reconstruction River to Crescent	600.0	-	-	575.0	25.0	-	-	-	-	-
IOT-RDS-0001-BR-034	Culvert Headwall	80.0	-	80.0	-	-	-	-	-	-	-
IOR-WAW-0004-WR-168	Watermain Replacement River to Theresa	175.0	175.0	-	-	-	-	-	-	-	-
	Total	855.0	175.0	80.0	575.0	25.0	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	175.0	-
Grant	Canada Community-Building Fund	575.0	-
Debt	Debenture (Tax Supported)	25.0	-





Pacific Avenue – Prince Arthur Boulevard to McKenzie Street

This project includes construction of a new sidewalk to address gaps in the network and provide connections to transit stops. In addition, the watermain that is currently below where the new sidewalk will be located will be renewed as part of the work. All road restoration costs are covered with the watermain budget.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0008-SN-048	New Sidewalk Minnesota to McKenzie	206.2	-	-	151.2	55.0	-	-	-	-	-
IOT-RDS-0008-SN-053	New Sidewalk Prince Arthur to Minnesota	187.5	-	-	137.5	50.0	-	-	-	-	-
IOR-WAW-0004-WR-157	Watermain Replacement	200.0	200.0	-	-	-	-	-	-	-	-
	Total	593.7	200.0	-	288.7	105.0	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	200.0	-
Grant	Investing in Canada Infrastructure Program – Transit Stream	288.7	-
Debt	Debenture (Tax Supported)	105.0	-





McMillan Street – Southern Avenue to Pacific Avenue

This project includes rehabilitation and renewal of the road surface, as well as replacement of aging underground sewer and water and the removal of lead service connections.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-221	Pavement Reconstruction	100.0	-	-	100.0	-	-	-	-	-	-
IOR-SAN-0004-SA-090	Sanitary Sewer Replacement	650.0	-	-	-	650.0	-	-	-	-	-
IOR-WAW-0004-WR-171	Watermain Replacement	650.0	217.0	-	-	433.0	-	-	-	-	-
	Total	1,400.0	217.0	-	100.0	1,083.0	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	217.0	-
Grant	Canada Community-Building Fund	100.0	-
Debt	Debenture (Rate-Supported: Wastewater)	650.0	-
Debt	Debenture (Rate-Supported: Waterworks)	433.0	-
	Total Debt	1,083.0	-





McIntyre Street – Court Street to Cumberland Street

This project includes rehabilitation and renewal of the road surface, as well as replacement of aging underground sewer and water and the removal of lead service connections.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-222	Pavement Reconstruction	100.0	-	-	100.0	-	-	-	-	-	-
IOR-SAN-0004-SA-091	Sanitary Sewer Replacement	650.0	-	-	-	650.0	-	-	-	-	-
IOR-WAW-0004-WR-174	Watermain Replacement	650.0	650.0	-	-	-	-	-	-	-	-
	Total	1,400.0	650.0	-	100.0	650.0	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	650.0	-
Grant	Ontario Community Infrastructure Fund	100.0	-
Debt	Debenture (Rate-Supported: Wastewater)	650.0	-





Juniper Drive – Clarkson Street to Alder Avenue

This project includes reconstruction of the road and associated infrastructure, as well as replacement of the watermain.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-223	Pavement Reconstruction	-	-	-	-	-	550.0	-	-	550.0	-
IOT-RDS-0010-SL-087	Street Lighting Replacement	-	-	-	-	-	50.0	-	-	40.0	10.0
IOR-WAW-0004-WR-135	Watermain Replacement	-	-	-	-	-	2,000.0	2,000.0	-	-	-
	Total	-	-	-	-	-	2,600.0	2,000.0	-	590.0	10.0

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	-	2,000.0
Grant	Ontario Community Infrastructure Fund	-	590.0
Debt	Debenture (Tax Supported)	-	10.0





Maple Avenue – Windsor Street to Juniper Drive

This project includes reconstruction of the road and associated infrastructure as well as replacement of the watermain.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-193	Pavement Reconstruction	-	-	-	-	-	200.0	-	-	200.0	-
IOT-RDS-0010-SL-072	Street Lighting Replacement	-	-	-	-	-	95.0	-	-	85.0	10.0
IOR-WAW-0004-WR-153	Watermain Replacement	-	-	-	-	-	800.0	800.0	-	-	-
	Total	-	-	-	-	-	1,095.0	800.0	-	285.0	10.0

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	-	800.0
Grant	Canada Community-Building Fund	-	285.0
Debt	Debenture (Tax Supported)	-	10.0





Regent Street – Van Norman Street to Red River Road

This project includes reconstruction of the road and replacement of the sewer and watermain.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-226	Pavement Reconstruction	-	-	-	-	-	450.0	-	-	450.0	-
IOR-SAN-0004-SA-020	Sanitary Sewer Replacement	-	-	-	-	-	250.0	-	-	-	250.0
IOR-WAW-0004-WR-088	Watermain Replacement	-	-	-	-	-	450.0	450.0	-	-	-
	Total	-	-	-	-	-	1,150.0	450.0	-	450.0	250.0

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	-	450.0
Grant	Ontario Community Infrastructure Fund	-	450.0
Debt	Debenture (Rate-Supported: Wastewater)	-	250.0





Project Category: Network (Preservation)

The plan includes preventative maintenance projects to increase pavement life and reduce lifecycle costs. It also includes placing granular material on rural roads to maintain the driving surface, crack sealing to protect and extend the asphalt pavement surface life, miscellaneous patching to repair isolated sections of arterial and collector roads to reduce maintenance needs, and renewal of the road surface through in-place recycling using hot-in-place paving methods.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-006	Surface and Crack Sealing	275.0	-	275.0	-	-	275.0	-	275.0	-	-
IOT-RDS-0003-AR-001	Asphalt – Miscellaneous Patching	425.1	-	75.1	350.0	-	750.0	-	75.0	675.0	-
IOT-RDS-0003-AR-008	Railway Crossing Improvements	-	-	-	-	-	200.0	-	200.0	-	-
IOT-RDS-0005-RU-001	Rural Roads Granular Upgrades	125.0	-	125.0	-	-	125.0	-	125.0	-	-
	Total	825.1	-	475.1	350.0	-	1,350.0	-	675.0	675.0	-

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Ontario Community Infrastructure Fund	350.0	675.0





Project Category: Network (Renewal and Rehabilitation)

The plan includes asphalt resurfacing and rehabilitation projects to extend pavement life and reduce lifecycle costs, and reconstruction projects where pavement has failed.

Benefits of Funding: Support safe and reliable travel for drivers and supports economic growth by facilitating efficient transportation.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-050	Water – Park to Bay	-	-	-	-	-	700.0	-	-	650.0	50.0
IOT-RDS-0003-AR-145	Hot-in-Place Recycling	750.0	-	50.0	700.0	-	1,000.0	-	100.0	900.0	-
IOT-RDS-0003-AR-158	Mountdale-Walsh to Arthur	-	-	-	-	-	500.0	-	-	400.0	100.0
IOT-RDS-0003-AR-160	Memorial – 2 nd to Ontario	1,000.0	-	-	975.0	25.0	-	-	-	-	-
IOT-RDS-0003-AR-175	HawkrIDGE – Falconcrest to Southcliff	-	-	-	-	-	1,000.0	-	-	900.0	100.0
IOT-RDS-0003-AR-185	John St Rd – Community Hall to Lawrence	-	-	-	-	-	525.0	-	-	475.0	50.0
IOT-RDS-0003-AR-197	John St Rd – Lawrence to Mapleward	-	-	-	-	-	600.0	-	600.0	-	-
IOT-RDS-0003-AR-203	Arthur – Vickers to Brodie	-	-	-	-	-	800.0	-	-	750.0	50.0
IOT-RDS-0003-AR-215	Southcliff Place	-	-	-	-	-	650.0	-	-	600.0	50.0
IOT-RDS-0003-AR-217	Beverley St Parking Lot	2,000.0	-	-	-	2,000.0	-	-	-	-	-
IOT-RDS-0009-LI-002	Local Improvements	-	-	-	-	-	50.0	-	50.0	-	-
IOT-RDS-0003-AR-045	Enhanced Residential Work	850.0	-	200.0	600.0	50.0	982.5	-	-	900.0	82.5
	Total	4,600.0	-	250.0	2,275.0	2,075.0	6,807.5	-	750.0	5,575.0	482.5

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Ontario Community Infrastructure Fund	2,275.0	5,575.0
Debt	Debenture (Tax Supported)	2,075.0	482.5



Project Category: Fleet

The plan includes cyclical renewal for vehicles that serve Roads.

Benefits of Funding: Funding cyclical renewal ensures the City's fleet remains safe and reliable and reduces maintenance costs on vehicles that have exceeded their useful life.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-FLT-0007-FL-001	Roads Fleet Renewal	2,437.1	-	2,437.1	-	-	2,656.2	-	2,656.2	-	-

Project Category: Professional Fees, Plans and Studies

The plan includes preliminary planning and design work for the Northwest Arterial, to advance the project toward future construction readiness. The funding will be phased over multiple years to support continued progress on the project, including design, property acquisition, and utility relocations.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0004-RN-024	NW Arterial Design	75.0	-	75.0	-	-	175.0	-	175.0	-	-
IOT-ENG-0001-PF-007	NW Arterial Property Acquisitions	50.0	-	50.0	-	-	50.0	-	50.0	-	-
	Total	125.0	-	125.0	-	-	225.0	-	225.0	-	-



Bridges and Culverts

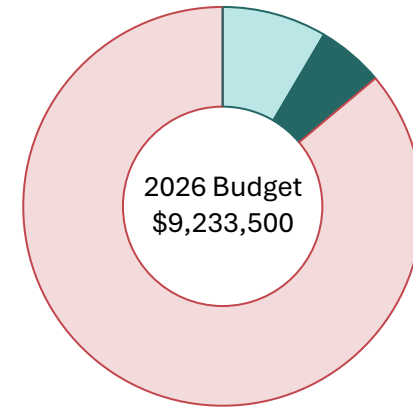
The City is responsible for the inspection, maintenance, and repair of bridges and culverts to provide safe and efficient transportation. The City maintains this critical infrastructure to keep it structurally sound, regularly inspected for safety, and properly maintained to prevent deterioration, ensuring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

The City uses a Bridge Condition Index (BCI) based on the Ministry of Transportation rating system to rate bridges and culverts over 3 metres in diameter. Individual structure ratings are updated during biannual inspections to monitor the structure's performance over time.

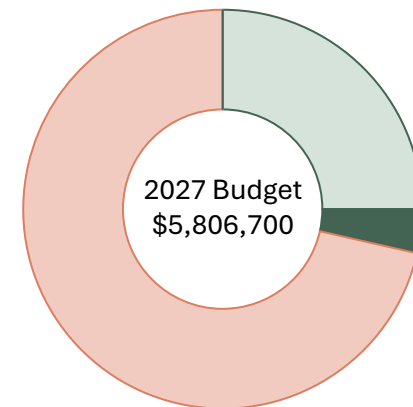
Link to the Asset Management Plan

<u>Asset Class</u>	<u>Average Age</u>	<u>Average Condition</u>
Bridges	37 years	Good
Culverts	43 years	Fair

Capital projects for bridges and culverts are prioritized based on asset condition, structural integrity, safety, and connectivity, in alignment with the City's Asset Management Plan. Investments focus on renewing and rehabilitating structures to extend service life, maintain safe transportation routes, and protect adjacent infrastructure and waterways. Project selection is informed by bi-annual inspections, Bridge Condition Index ratings, and risk assessments that consider load capacity, traffic importance, and environmental impacts.



■ Tax Levy ■ Debenture
■ Grants ■ Reserve & Reserve Funds



■ Tax Levy ■ Debenture
■ Grants ■ Reserve & Reserve Funds



Project Category: Network

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0001-BR-011	Culvert Replacement Program	50.0	-	50.0	-	-	50.0	-	50.0	-	-
IOT-RDS-0001-BR-039	Structural Culvert Replacement	-	-	-	-	-	1,000.0	-	100.0	900.0	-
IOT-RDS-0001-BR-040	Pacific Avenue Bridge Reconstruction	6,000.0	-	-	5,900.0	100.0	-	-	-	-	-
IOT-RDS-0001-BR-042	Harbour Exp Trail Girder Bridge @ Lyon's Channel	-	-	-	-	-	400.0	-	-	293.3	106.7
IOT-RDS-0001-BR-044	Oliver Rd Over McIntyre River Pedestrian Bridge	1,500.0	-	-	1,100.0	400.0	-	-	-	-	-
IOT-RDS-0001-BR-047	Central Ave Overpass - Railing Replacement	1,000.0	-	50.0	950.0	-	-	-	-	-	-
IOT-RDS-0001-BR-049	Mission Island Bridge	208.5	-	208.5	-	-	1,281.7	-	1,281.7	-	-
IOT-RDS-0001-BR-050	Black Bay Bridge	-	-	-	-	-	3,000.0	-	-	2,900.0	100.0
	Total	8,758.5	-	308.5	7,950.0	500.0	5,731.7	-	1,431.7	4,093.3	206.7

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Canada Community-Building Fund	3,197.6	3,739.4
Grant	Investing in Canada Infrastructure Program – Transit Stream	1,100.0	293.3
Grant	Ontario Community Infrastructure Fund	3,652.4	60.6
	Total Grant	7,950.0	4,093.3
Debt	Debenture (Tax Supported)	500.0	206.7



Project Category: Professional Fees, Plans and Studies

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0001-BR-008	Detailed Visual Bridge Inspection	125.0	-	125.0	-	-	-	-	-	-	-
IOT-RDS-0001-BR-036	William Street Bridge Design	100.0	-	100.0	-	-	-	-	-	-	-
IOT-RDS-0001-BR-041	Harbour Exp Trail Bridge Over McIntyre Design	-	-	-	-	-	75.0	-	20.0	55.0	-
IOT-RDS-0001-BR-048	McKellar Island to Mission Island Bridge Design	250.0	-	250.0	-	-	-	-	-	-	-
	Total	475.0	-	475.0	-	-	75.0	-	20.0	55.0	-

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Investing in Canada Infrastructure Program – Transit Stream	-	55.0





Active Transportation and Traffic Infrastructure

The Active Transportation Plan was approved by City Council in 2019. Active transportation includes walking, cycling and other human-powered ways of getting around such as wheelchairs, skateboards, scooters, and more. The City is responsible for the installation, maintenance, and operation of traffic signals, street lighting, and sidewalks throughout the City.

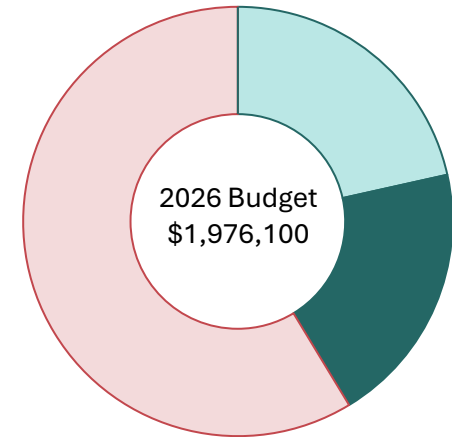
Traffic lights regulate the flow of vehicles and pedestrians at intersections, enhancing road safety and reducing congestion. Well-lit streets enhance visibility at night and promote safety for pedestrians, cyclists and drivers. Safe, accessible sidewalks provide pedestrians a reliable and comfortable means of transportation and enhances the walkability of the community.

The City conducts sidewalk, traffic signal, and streetlight inspections on a 5- year cycle.

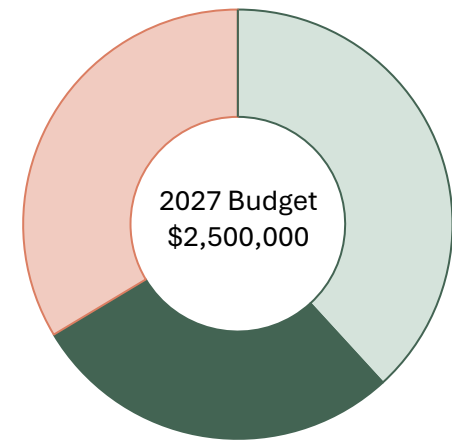
Link to the Asset Management Plan

<u>Asset Class</u>	<u>Average OCI</u>	<u>Average Condition</u>
Traffic Signals and Street Lighting	6.4 (2023)	Fair
Sidewalks	8.7 (2022)	Good

Capital projects for Active Transportation and Traffic infrastructure, including sidewalks, traffic signals, and street lighting, are prioritized based on asset condition, safety, accessibility, and network connectivity, in alignment with Council's approved plans and the City's Asset Management Plan. Investments focus on renewing deteriorated assets, improving barrier-free access, enhancing safety, and supporting sustainable mobility options. Project selection is guided by condition assessments, usage data, collision risk, and proximity to key community destinations such as schools, transit routes, and commercial areas.



■ Tax Levy
■ Grants
■ Debenture
■ Reserve & Reserve Funds



■ Tax Levy
■ Grants
■ Debenture
■ Reserve & Reserve Funds



Project Category: Network (Traffic Signals)

The plan includes enhancements to the traffic signal network, installation of traffic calming measures, pedestrian crossovers (PXO), as well as replacement of aging assets.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0007-TS-001	Controller Upgrading Program	110.0	-	110.0	-	-	110.0	-	110.0	-	-
IOT-RDS-0007-TS-002	Detection Program	80.0	-	80.0	-	-	80.0	-	80.0	-	-
IOT-RDS-0007-TS-003	Audible Pedestrian Signals	25.0	-	-	-	25.0	25.0	-	-	-	25.0
IOT-RDS-0007-TS-005	Signal Upgrading Program	20.0	-	20.0	-	-	20.0	-	20.0	-	-
IOT-RDS-0007-TS-014	Pedestrian Crossovers	150.0	-	-	110.0	40.0	115.0	-	-	-	115.0
IOT-RDS-0007-TS-016	Intersection Partial Rebuilds	-	-	-	-	-	75.0	-	75.0	-	-
IOT-RDS-0007-TS-017	Traffic Calming	-	-	-	-	-	50.0	-	50.0	-	-
IOT-RDS-0007-TS-019	Traffic Signal Removal	-	-	-	-	-	25.0	-	25.0	-	-
IOT-RDS-0007-TS-039	Harbour Expressway & Fort William Rd Partial Rebuild	-	-	-	-	-	75.0	-	-	-	75.0
	Total	385.0	-	210.0	110.0	65.0	575.0	-	360.0	-	215.0

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Investing in Canada Infrastructure Program – Transit Stream	110.0	-
Debt	Debenture (Tax Supported)	65.0	215.0



Project Category: Network (Street Lighting)

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0010-SL-001	Underground Upgrade Program	-	-	-	-	-	40.0	-	40.0	-	-
IOT-RDS-0010-SL-002	System Upgrading Program	-	-	-	-	-	130.0	-	130.0	-	-
IOT-RDS-0010-SL-004	Pole Replacement Program	40.0	-	40.0	-	-	80.0	-	80.0	-	-
IOT-RDS-0010-SL-031	Underground Duct Replacement	-	-	-	-	-	100.0	-	100.0	-	-
IOT-RDS-0010-SL-032	Synergy Permitting	5.0	-	5.0	-	-	5.0	-	5.0	-	-
IOT-RDS-0010-SL-033	Fault Repairs	-	-	-	-	-	20.0	-	20.0	-	-
IOT-RDS-0010-SL-069	Brodie - Miles to Donald	45.0	-	5.0	40.0	-	-	-	-	-	-
IOT-RDS-0010-SL-070	Victoria - Archibald to McKellar	45.0	-	-	-	45.0	-	-	-	-	-
	Total	135.0	-	50.0	40.0	45.0	375.0	-	375.0	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Canada Community-Building Fund	40.0	-
Debt	Debenture (Tax Supported)	45.0	-



Project Category: Network (Sidewalks)

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0006-SR-003	Sidewalk Rehabilitation Alternatives	100.0	-	100.0	-	-	100.0	-	100.0	-	-
IOT-RDS-0006-SR-004	Accessibility Ramp – S	-	-	-	-	-	35.0	-	35.0	-	-
IOT-RDS-0006-SR-009	Accessibility Ramp – N	-	-	-	-	-	35.0	-	35.0	-	-
IOT-RDS-0006-SR-073	Sidewalk Removals	65.0	-	65.0	-	-	-	-	-	-	-
IOT-RDS-0006-SR-097	Algoma St N - Red River Rd to Camelot St - W/S	100.0	-	-	80.0	20.0	-	-	-	-	-
IOT-RDS-0006-SR-103	Churchill Dr W - James St N to Edward St N - S/S	-	-	-	-	-	380.0	-	-	300.0	80.0
IOT-RDS-0006-SR-106	Van Norman St - Jean St to Algoma St N- N/S	75.0	-	-	65.0	10.0	-	-	-	-	-
	Total	340.0	-	165.0	145.0	30.0	550.0	-	170.0	300.0	80.0

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Canada Community-Building Fund	145.0	300.0
Debt	Debenture (Tax Supported)	30.0	80.0



Project Category: Network (Sidewalks – New)

The plan includes construction of new sidewalks and multi-use trails addressing gaps in the pedestrian network and improving connections to Transit stops.

Benefits of Funding: Contributes to improved safety and reliability, provides new connections to transit and schools, and promotes active transportation which has a positive impact on resident and environmental health.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0008-SN-002	Sidewalks (Unspecified)	-	-	-	-	-	50.0	-	-	-	50.0
IOT-RDS-0008-SN-049	Cameron St - Bus Stop to Vickers St N	206.2	-	-	151.2	55.0	-	-	-	-	-
IOT-RDS-0008-SN-051	Oliver Rd - Burwood Rd to Golf Links	249.9	-	-	183.2	66.7	-	-	-	-	-
IOT-RDS-0008-SN-052	Sibley Dr - Keewatin St to Balmoral St	300.0	-	-	220.0	80.0	-	-	-	-	-
IOT-RDS-0008-SN-056	Matthews St - Margaret St to Clayte St	-	-	-	-	-	200.0	-	-	-	200.0
	Total	756.1	-	-	554.4	201.7	250.0	-	-	-	250.0

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Investing in Canada Infrastructure Program – Transit Stream	554.4	-
Debt	Debenture (Tax Supported)	201.7	250.0



Project Category: Network (Combined Street Lighting and Sidewalk)

County Boulevard – Perth Crescent to East Avenue

This project includes replacement of the sidewalk and street lighting infrastructure.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0010-SL-077	Street Lighting Replacement	120.0	-	-	105.0	15.0	-	-	-	-	-
IOT-RDS-0006-SR-086	Sidewalk Replacement	240.0	-	-	205.0	35.0	-	-	-	-	-
	Total	360.0	-	-	310.0	50.0	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Canada Community-Building Fund	310.0	-
Debt	Debenture (Tax Supported)	50.0	-

Perth Crescent – East Avenue to County Boulevard

This project includes replacement of the sidewalk and street lighting infrastructure.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0010-SL-083	Street Lighting Replacement	-	-	-	-	-	160.0	-	-	145.0	15.0
IOT-RDS-0006-SR-107	Sidewalk Replacement	-	-	-	-	-	200.0	-	-	180.0	20.0
	Total	-	-	-	-	-	360.0	-	-	325.0	35.0

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Canada Community-Building Fund	-	325.0
Debt	Debenture (Tax Supported)	-	35.0



Algonquin Avenue – John Street to Tokio Street

This project includes replacement of the sidewalk and street lighting infrastructure.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0010-SL-079	Street Lighting Replacement	-	-	-	-	-	85.0	-	-	-	85.0
IOT-RDS-0006-SR-102	Sidewalk Replacement	-	-	-	-	-	100.0	-	-	80.0	20.0
	Total	-	-	-	-	-	185.0	-	-	80.0	105.0

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Canada Community-Building Fund	-	80.0
Debt	Debenture (Tax Supported)	-	105.0

Archibald Street – Arthur Street to Ridgeway Street

This project includes replacement of the sidewalk and street lighting infrastructure.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0010-SL-084	Street Lighting Replacement	-	-	-	-	-	70.0	-	-	60.0	10.0
IOT-RDS-0006-SR-090	Sidewalk Replacement	-	-	-	-	-	85.0	-	-	75.0	10.0
	Total	-	-	-	-	-	155.0	-	-	135.0	20.0

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Canada Community-Building Fund	-	135.0
Debt	Debenture (Tax Supported)	-	20.0



Project Category: Network (Guardrails and Retaining Walls)

The plan includes the renewal of roadside safety features and structural supports.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-RDS-0003-AR-003	Guide Rails/Retaining Walls	-	-	-	-	-	50.0	-	50.0	-	-





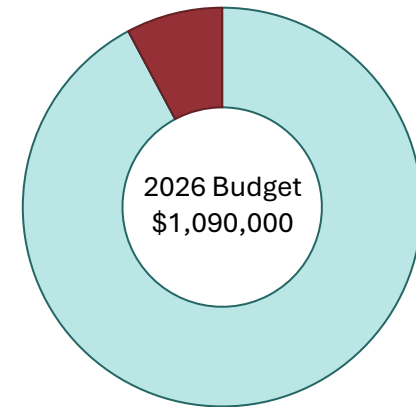
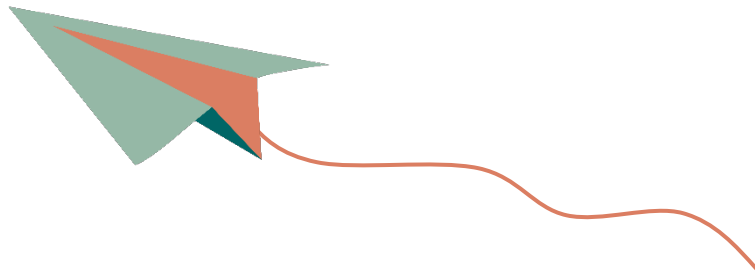
Engineering

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

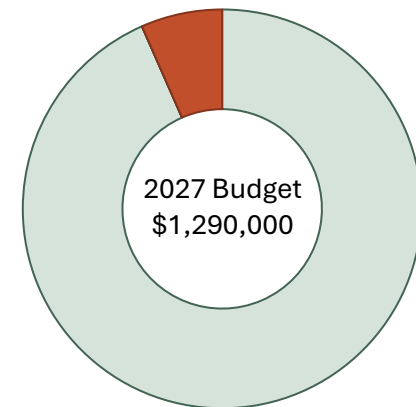
Project Category: Professional Fees, Plans and Studies

The plan includes property acquisition, reports, surveys, and legal fees, pre-engineering work and survey equipment to support upcoming capital projects. It also supports the Active Transportation Plan, traffic studies, environmental assessments, excess soil management and stormwater compliance.

Benefits of Funding: Supports delivery of capital projects, compliance with regulatory requirements, and initiatives that help plan for safer, more accessible streets.



■ Tax Levy
■ Grants
■ Debenture
■ Reserve & Reserve Funds



■ Tax Levy
■ Grants
■ Debenture
■ Reserve & Reserve Funds

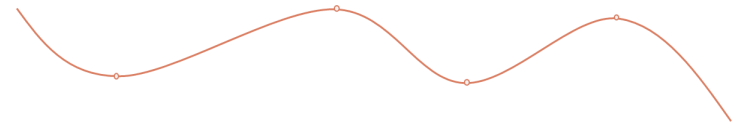


		2026					2027				
Project Number	Project Name	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-ENG-0001-PF-001	Property Acquisition Reports	100.0	-	100.0	-	-	150.0	-	150.0	-	-
IOT-ENG-0001-PF-002	Engineering Traffic Studies	50.0	-	50.0	-	-	50.0	-	50.0	-	-
IOT-ENG-0001-PF-004	Pre-Engineering Services	15.0	-	15.0	-	-	15.0	-	15.0	-	-
IOT-ENG-0001-PF-005	Active Transportation	150.0	-	150.0	-	-	150.0	-	150.0	-	-
IOT-ENG-0001-PF-017	Environmental Assessments	150.0	-	150.0	-	-	150.0	-	150.0	-	-
IOT-ENG-0001-PF-018	Public Education	10.0	-	10.0	-	-	10.0	-	10.0	-	-
IOT-ENG-0001-PF-026	Stormwater CLI ECA	125.0	-	125.0	-	-	125.0	-	125.0	-	-
IOT-RDS-0003-AR-007	Asphalt – Pavement Management	200.0	-	200.0	-	-	350.0	-	350.0	-	-
IOT-RDS-0003-AR-044	Asphalt – Enhanced Pavement Management	185.0	-	185.0	-	-	185.0	-	185.0	-	-
IOT-ENV-0001-ST-078	Excess Soil Regulatory Requirement	20.0	-	20.0	-	-	20.0	-	20.0	-	-
IOR-SAN-0004-SA-065		50.0	50.0	-	-	-	50.0	50.0	-	-	-
IOR-WAW-0004-WR-127		35.0	35.0	-	-	-	35.0	35.0	-	-	-
	Total	1,090.0	85.0	1,005	-	-	1,290.0	85.0	1,205.0	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Wastewater Reserve Fund	50.0	50.0
Reserve Fund	Waterworks Reserve Fund	35.0	35.0
	Total Reserve Fund	85.0	85.0



ENVIRONMENTAL SERVICES





Waterworks

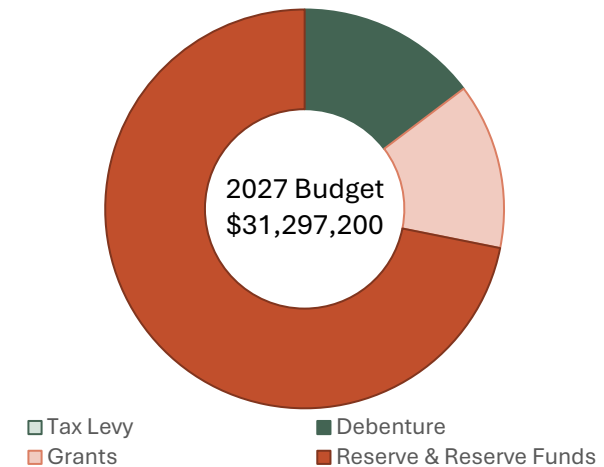
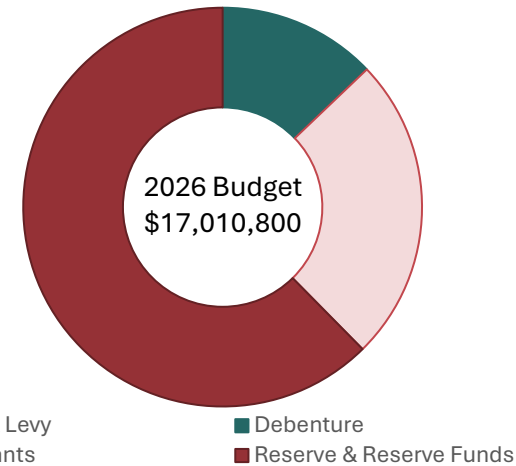
The City's rate-supported waterworks system provides clean, safe drinking water to residents. The Bare Point Water Treatment Plant (WTP) receives water from Lake Superior, processes it for safe use, and provides it through the City's extensive distribution system to homes and businesses. City Council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

At the WTP, software is used to plan and schedule preventative maintenance for equipment at the plant, pumping stations and reservoirs based on manufacturer recommendations, industry best practice, past performance, and regulatory requirements. The software forecasts the maintenance, rehabilitation and replacement based on maintenance schedules.

Link to the Asset Management Plan

<u>Asset Class</u>	<u>Average Age</u>	<u>Average Condition</u>
Watermains, Hydrants, and Valves	55 years	Good
Water Treatment & Distribution Facilities	37 years	Good

Capital projects for Waterworks are prioritized to address condition and capacity needs, mitigate risks to health and service reliability, ensure compliance with regulatory standards, and their alignment with long-term renewal, growth, and financial strategies outlined in the Asset Management Plan.





Project Category: Facilities

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0001-TP-002	WTP Electrical	70.0	70.0	-	-	-	60.0	60.0	-	-	-
IOR-WAW-0001-TP-005	WTP Buildings and Grounds	30.0	30.0	-	-	-	230.0	230.0	-	-	-
IOR-WAW-0001-TP-007	Pump Station / Reservoir Electrical	15.5	15.5	-	-	-	-	-	-	-	-
IOR-WAW-0001-TP-010	Pump Station / Reservoir Buildings and Grounds	15.0	15.0	-	-	-	47.0	47.0	-	-	-
IOR-WAW-0001-TP-011	WTP Professional Fees	200.0	200.0	-	-	-	200.0	200.0	-	-	-
IOR-WAW-0001-TP-012	WTP Unplanned Repairs	200.0	200.0	-	-	-	244.4	244.4	-	-	-
	Total	530.5	530.5	-	-	-	781.4	781.4	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	530.5	781.4



Project Category: Network (Renewal and Replacement)

The plan includes water distribution system renewal through replacement and rehabilitation of watermain and appurtenances. If lead services are connected to the watermain being replaced, the City's portion of the lead service will be removed and replaced.

Benefits of Funding: Assets are maintained and will reduce maintenance costs and service disruptions. Higher removal rate of lead service connections will improve water quality at the tap quicker for customers. These projects will contribute to increased public confidence in the Drinking Water Authority.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant & Other (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0004-WR-001	Cathodic Protection	75.0	75.0	-	-	-	100.0	100.0	-	-	-
IOR-WAW-0004-WR-002	Unspecified Replacements	-	-	-	-	-	1,123.1	1,123.1	-	-	-
IOR-WAW-0004-WR-014	Watermain Replacement Phase IV Sheep Ranch	2,766.7	747.0	-	2,019.7	-	5,766.7	1,557.0	-	4,209.7	-
IOR-WAW-0004-WR-038	Valves and Chambers	250.0	250.0	-	-	-	250.0	250.0	-	-	-
IOR-WAW-0004-WR-056	Utility Cut Restoration	100.0	100.0	-	-	-	100.0	100.0	-	-	-
IOR-WAW-0004-WR-067	Sheep Ranch Rail Crossing	3,000.0	810.0	-	2,190.0	-	-	-	-	-	-
IOR-WAW-0004-WR-124	Watermain Replacement Phillips – Phillips to McAuliff	-	-	-	-	-	2,200.0	300.0	-	-	1,900.0
IOR-WAW-0004-WR-154	Watermain Replacement Ambrose Street	-	-	-	-	-	300.0	300.0	-	-	-
IOR-WAW-0004-WR-155	Watermain Replacement Lincoln Street	-	-	-	-	-	300.0	300.0	-	-	-
IOR-WAW-0004-WR-156	Watermain Replacement Manitou Street	-	-	-	-	-	400.0	400.0	-	-	-
	Total	6,191.7	1,982.0	-	4,209.7	-	10,539.8	4,430.1	-	4,209.7	1,900.0

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	1,982.0	4,430.1
Grant	Health and Safety Water Stream	4,209.7	4,209.7
Debt	Debenture (Rate-Supported: Waterworks)	-	1,900.0



Project Category: Network (Water Quality & Lead Replacement)

The plan includes water distribution system cleaning and cement mortar lining of watermains to improve fire flows and water quality. The looping program eliminates dead ends of the water system to increase water service reliability and improve water quality. Also included is the priority lead replacement program to reduce lead in drinking water at the tap, as well as replacing appurtenances in the system that contain lead components.

Benefits of Funding: Assets are maintained and will reduce maintenance costs and service disruptions and supports the City's growth agenda. Higher removal rate of lead service connections which will improve water quality at the tap quicker for customers. These projects will contribute to increased public confidence in the Drinking Water Authority.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant & Other (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0004-WR-003	Kerr Hydrant Replacement	125.0	125.0	-	-	-	125.0	125.0	-	-	-
IOR-WAW-0004-WR-013	Lead Service Replacement Program	1,000.0	1,000.0	-	-	-	1,500.0	1,500.0	-	-	-
IOR-WAW-0004-WR-004	Looping Program – Quality and Flow	-	-	-	-	-	150.0	150.0	-	-	-
IOR-WAW-0004-WR-017	Cleaning and Cement Mortar Lining	2,189.1	-	-	-	2,189.1	2,700.0	-	-	-	2,700.0
IOR-WAW-0004-WR-161	Looping – Waterford to Carrick	215.0	215.0	-	-	-	-	-	-	-	-
IOR-WAW-0004-WR-163	Looping – Dalton to Ray	120.0	120.0	-	-	-	-	-	-	-	-
	Total	3,649.1	1,460.0	-	-	2,189.1	4,475.0	1,775.0	-	-	2,700.0

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	1,460.0	1,775.0
Debt	Debenture (Rate-Supported: Waterworks)	2,189.1	2,700.0



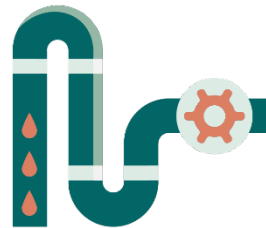
Project Category: Fleet

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0003-FW-001	Waterworks Fleet and Equipment Replacement	570.0	570.0	-	-	-	1,125.0	1,125.0	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	570.0	1,125.0





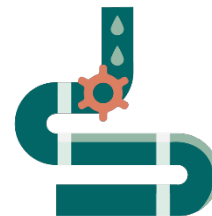
Project Category: Equipment

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0001-TP-001	WTP Process	1,775.3	1,775.3	-	-	-	1,879.0	1,879.0	-	-	-
IOR-WAW-0001-TP-004	WTP Instrumentation	45.0	45.0	-	-	-	55.0	55.0	-	-	-
IOR-WAW-0001-TP-006	Pump Station / Reservoir Process	348.2	348.2	-	-	-	30.0	30.0	-	-	-
IOR-WAW-0001-TP-009	Pump Station / Reservoir Instrumentation	-	-	-	-	-	14.0	14.0	-	-	-
	Total	2,168.5	2,168.5	-	-	-	1,978.0	1,978.0	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	2,168.5	1,978.0





Project Category: Programs

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0002-NI-001	Program Technology and Equipment	80.0	80.0	-	-	-	80.0	80.0	-	-	-
IOR-WAW-0002-NI-002	Water Use Innovation Program Efficiency	200.0	200.0	-	-	-	200.0	200.0	-	-	-
IOR-WAW-0002-NI-004	Large Water Meter Replacement Program	100.0	100.0	-	-	-	100.0	100.0	-	-	-
IOR-WAW-0002-NI-006	Water Fill Stations	150.0	150.0	-	-	-	150.0	150.0	-	-	-
IOR-WAW-0002-NI-011	Lead Reduction Program	600.0	600.0	-	-	-	600.0	600.0	-	-	-
	Total	1,130.0	1,130.0	-	-	-	1,130.0	1,130.0	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	1,130.0	1,130.0



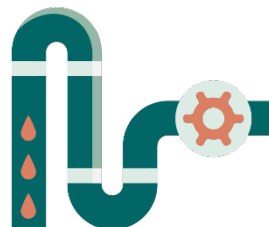
Project Category: Programs – Advanced Metering Infrastructure

Advanced Metering Infrastructure (AMI) system is a form of automated water metering reading. This new system involves a network of devices that transmit meter readings remotely to a central system owned by the City. This system automatically collects data, reduces meter reading costs and GHG emissions, improves customer service, and reduces the health and safety risk associated with manual meter reading.

Benefits of Funding: AMI allows for early identification of internal leaks allowing customers to address leaks that might go undetected for weeks or months and would otherwise result in high water and wastewater bills. It will also supply, near real-time usage data to help reduce non-revenue water contributing to long-term rate stability.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0002-NI-009	Advanced Metering Infrastructure	1,178.0	1,178.0	-	-	-	5,464.0	5,464.0	-	-	-
IOR-WAW-0002-NI-0014	Advanced Metering Infrastructure	1,178.0	1,178.0	-	-	-	5,464.0	5,464.0	-	-	-
	Total	2,356.0	2,356.0	-	-	-	10,928.0	10,928.0	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	1,178.0	5,464.0
Reserve Fund	Wastewater Reserve Fund	1,178.0	5,464.0
	Total Reserve Funds	2,356.0	10,928.0





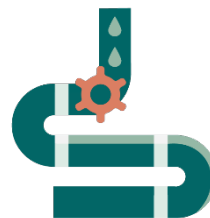
Project Category: Professional Fees, Plans and Studies

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-WAW-0006-PW-001	Professional Fees for Studies, DWQMS, Audit	175.0	175.0	-	-	-	175.0	175.0	-	-	-
IOR-WAW-0006-PW-002	Pre-Engineering Design and Contract Administration	140.0	140.0	-	-	-	140.0	140.0	-	-	-
IOR-WAW-0006-PW-006	Water Model Updates	100.0	100.0	-	-	-	25.0	25.0	-	-	-
	Total	415.0	415.0	-	-	-	340.0	340.0	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	415.0	340.0





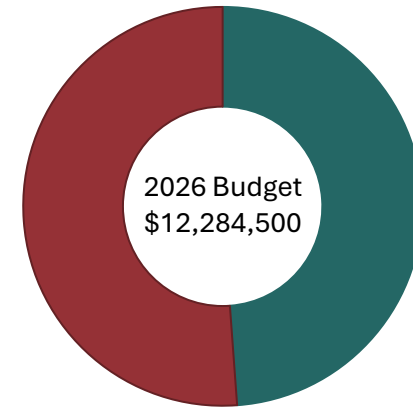
Wastewater

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

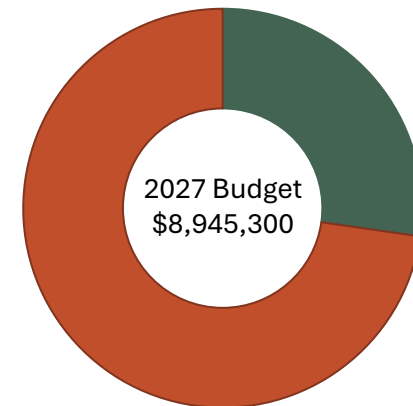
Link to the Asset Management Plan

Asset Class	Average Age	Average Condition
Sanitary Sewers, Service Connections and Manholes	63 years	Poor
WPCP and Process Assets	18 years	Good
Lift Stations	40 years	Good

Wastewater projects are prioritized based on asset condition, environmental and regulatory compliance requirements, and the need to mitigate risks to public health, service continuity, and the natural environment, in alignment with the Asset Management Plan. Where wastewater assets are rated poor, they are monitored closely and prioritized for near-term renewal or replacement.



■ Tax Levy ■ Debuture
■ Grants ■ Reserve & Reserve Funds



■ Tax Levy ■ Debuture
■ Grants ■ Reserve & Reserve Funds



Project Category: Facilities

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0005-WP-002	WPCP Electrical	89.5	89.5	-	-	-	89.5	89.5	-	-	-
IOR-SAN-0005-WP-003	WPCP Building and Grounds	157.0	157.0	-	-	-	112.0	112.0	-	-	-
IOR-SAN-0005-WP-005	WPCP HVAC	29.2	29.2	-	-	-	29.2	29.2	-	-	-
IOR-SAN-0005-WP-006	Sewage Pumping Stations	1,050.0	1,050.0	-	-	-	50.0	50.0	-	-	-
IOR-SAN-0005-WP-007	WPCP Professional Fees	315.0	315.0	-	-	-	315.0	315.0	-	-	-
IOR-SAN-0005-WP-008	WPCP Unplanned Repairs	200.0	200.0	-	-	-	100.0	100.0	-	-	-
IOR-SAN-0005-WP-009	WPCP Generator Standby Power	6,000.0	-	-	-	6,000.0	401.8	-	-	-	401.8
	Total	7,840.7	1,840.7	-	-	6,000.0	1,097.5	695.7	-	-	401.8

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Wastewater Reserve Fund	1,840.7	695.7
Debt	Debenture (Rate-Supported: Wastewater)	6,000.0	401.8



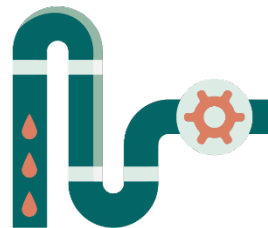
Project Category: Network (Renewal and Replacement)

The plan includes sanitary collection system renewal through replacement of sanitary sewers and rehabilitation of maintenance holes.

Benefits of Funding: Assets are renewed and maintained reducing maintenance costs and service disruptions. These projects will contribute to increased public confidence in the City's sanitary system.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0004-SA-003	Sanitary Sewer Unspecified	-	-	-	-	-	1,842.4	-	-	-	1,842.4
IOR-SAN-0004-SA-005	Maintenance Hole Appurtenance Rehabilitation	150.0	150.0	-	-	-	150.0	150.0	-	-	-
IOR-SAN-0004-SA-018	Sanitary Sewer Replacement Memorial Ave – Queen to Inchiquin	-	-	-	-	-	195.0	-	-	-	195.0
	Total	150.0	150.0	-	-	-	2,187.4	150.0	-	-	2,037.4

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Wastewater Reserve Fund	150.0	150.0
Debt	Debenture (Rate-Supported: Wastewater)	-	2,037.4





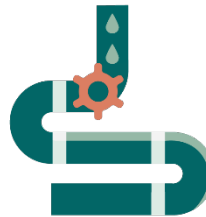
Project Category: Network (System Maintenance)

The plan includes flushing, cleaning and closed-circuit television inspections completed annually. As well as lining of sanitary sewers and lateral connections to extend the life of the asset.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0004-SA-004	Sanitary Sewer Lining	-	-	-	-	-	1,000.0	1000.0	-	-	-
IOR-SAN-0004-SA-006	House Lateral Lining	150.0	150.0	-	-	-	150.0	150.0	-	-	-
IOR-SAN-0004-SA-045	Sanitary Sewer Cleaning and Inspection	1,199.6	1,199.6	-	-	-	2,000.0	2,000.0	-	-	-
	Total	1,349.6	1,349.6	-	-	-	3,150.0	3,150.0	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Wastewater Reserve Fund	1,349.6	3,150.0





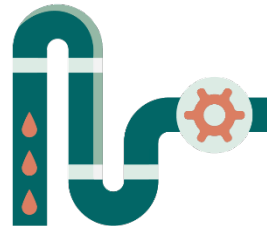
Project Category: Fleet

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0003-FR-002	Wastewater Fleet and Equipment Replacement	1,046.0	1,046.0	-	-	-	810.0	810.0	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Wastewater Reserve Fund	1,046.0	810.0





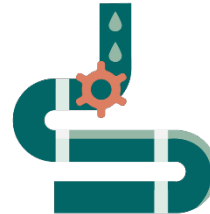
Project Category: Equipment

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0005-WP-001	WPCP Process	1,181.0	1,181.0	-	-	-	1,119.5	1,119.5	-	-	-
IOR-SAN-0005-WP-004	WPCP Instrumentation	205.0	205.0	-	-	-	55.0	55.0	-	-	-
	Total	1,386.0	1,386.0	-	-	-	1,174.5	1,174.5	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Wastewater Reserve Fund	1,386.0	1,174.5





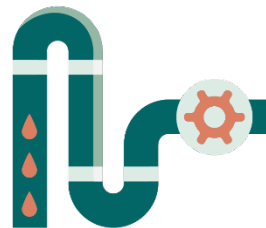
Project Category: Programs

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0002-NI-001	Plant and Program Technology	40.0	40.0	-	-	-	40.0	40.0	-	-	-
IOR-SAN-0002-NI-002	Small Equipment	22.0	22.0	-	-	-	24.0	24.0	-	-	-
IOR-SAN-0002-NI-003	Wastewater Innovations Program Efficiency	55.2	55.2	-	-	-	59.9	59.9	-	-	-
	Total	117.2	117.2	-	-	-	123.9	123.9	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Wastewater Reserve Fund	117.2	123.9





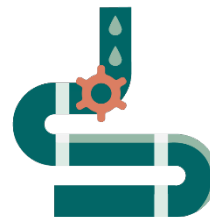
Project Category: Professional Fees, Plans and Studies

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SAN-0007-PS-001	Pre-Engineering Design and Contract Admin	150.0	150.0	-	-	-	150.0	150.0	-	-	-
IOR-SAN-0007-PS-002	Professional Fees for Studies	95.0	95.0	-	-	-	102.0	102.0	-	-	-
IOR-SAN-0007-PS-005	CLI-ECA Implementation	150.0	150.0	-	-	-	150.0	150.0	-	-	-
	Total	395.0	395.0	-	-	-	402.0	402.0	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Wastewater Reserve Fund	395.0	402.0





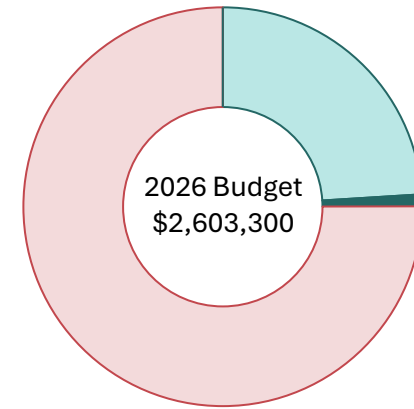
Stormwater Management

The stormwater system collects rainwater and snow melt through storm grates on the roads. This water drains to the nearest lakes and rivers. Stormwater ponds and low impact developments (LIDs) treat stormwater and help reduce peak flows. Improvements are made to the stormwater system to address capacity, minimize runoff, enhance quality, and overall help protect the quality and health of water resources.

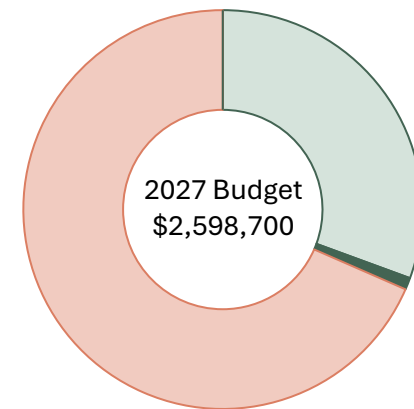
Link to the Asset Management Plan

<u>Asset Class</u>	<u>Average Age</u>	<u>Average Condition</u>
Storm Sewers	39 years	Fair
Pumping Stations	24 years	Good
Stormwater Management Facilities	4 years	Very Good
Oil Grit Separators	7 years	Very Good
Dams	26 years	Very Good

Capital projects for Stormwater Management are prioritized based on asset condition, flood risk, environmental protection, and regulatory compliance, in alignment with the City's Asset Management Plan. Investments focus on renewing and upgrading drainage systems, culverts, storm sewers, and treatment facilities to improve resilience to extreme weather and protect water quality.



■ Tax Levy
■ Grants
■ Debenture
■ Reserve & Reserve Funds



■ Tax Levy
■ Grants
■ Debenture
■ Reserve & Reserve Funds



Project Category: Network

The plan includes drainage system renewal through replacement of storm water sewers, ditches and drainage channels, as well as construction of stormwater management facilities and green infrastructure.

Benefits of Funding: Supports flood mitigation, improvements to overland flow, reduction in potential property damage, and protects the health and quality of the rivers and Lake Superior.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-ENV-0001-ST-001	Trunk Ditching Rural Roads	130.0	-	130.0	-	-	130.0	-	130.0	-	-
IOT-ENV-0001-ST-002	Rehabilitation/Replacement – Unspecified	-	-	-	-	-	250.0	-	70.0	180.0	-
IOT-ENV-0001-ST-003	Storm Sewer Inspections	200.0	-	200.0	-	-	200.0	-	200.0	-	-
IOT-ENV-0001-ST-017	Residential Drainage Assistance Program	100.0	-	100.0	-	-	100.0	-	100.0	-	-
IOT-ENV-0001-ST-019	Outfall Repairs	25.0	-	25.0	-	-	25.0	-	25.0	-	-
IOT-ENV-0001-ST-022	Intercity Priorities	1,548.3	-	70.0	1,478.3	-	1,393.7	-	70.0	1,323.7	-
IOT-ENV-0001-ST-039	Low Impact Development Facilities	500.0	-	-	475.0	25.0	300.0	-	-	275.0	25.0
IOT-ENV-0001-ST-091	Rural Drainage Improvement	50.0	-	50.0	-	-	100.0	-	100.0	-	-
IOT-ENV-0001-ST-092	Urban Drainage Improvements	50.0	-	50.0	-	-	100.0	-	100.0	-	-
	Total	2,603.3	-	625.0	1,953.3	25.0	2,598.7	-	795.0	1,778.7	25.0

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Disaster Mitigation and Adaptation Fund	480.7	-
Grant	Ontario Community Infrastructure Fund	1,472.6	1,778.7
	Total Grant	1,953.3	1,778.7
Debt	Debenture (Tax Supported)	25.0	25.0



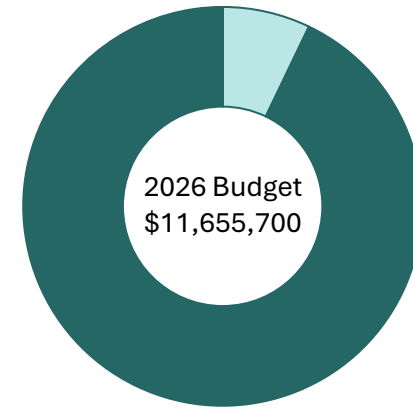
Solid Waste and Diversion

The City is responsible for solid waste management services, including waste collection, waste diversion, waste disposal, program planning and promotion and education. Significant effort is invested to reduce the amount of waste going to the Landfill, by providing various waste diversion programs and re-use initiatives. The City launched automated garbage carts to 25% of residential households in 2025, expanded the curbside leaf and yard waste collection program and is continuing to plan for the implementation of the provincially mandated organic (Green Bin) program and automated cart-based collection of both garbage and Green Bin waste.

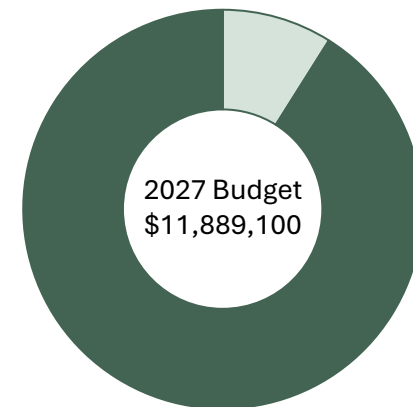
Link to the Asset Management Plan

Asset Class	Average Age	Average Condition
Solid Waste and Recycling Facilities	20 years	Very Good
Solid Waste Collection Fleet	8 years	Poor
Solid Waste Equipment	15 years	Poor

Capital projects for Solid Waste and Diversion are prioritized based on asset condition, regulatory and environmental compliance, capacity requirements, and the need to maintain safe and reliable service in alignment with the Asset Management Plan. Where assets are rated poor, they are monitored and scheduled for near-term renewal or replacement to ensure continued compliance and service delivery. Investments also focus on modernizing collection methods and updating supporting technologies to meet evolving service standards and community needs.



■ Tax Levy
■ Grants
■ Debenture
■ Reserve & Reserve Funds



■ Tax Levy
■ Grants
■ Debenture
■ Reserve & Reserve Funds



Project Category: Facilities

The plan includes a new Organic Waste Processing Facility to support the implementation requirements of the Green Bin program and renewal of existing facilities at the City of Thunder Solid Waste and Recycling Facility on Mapleward Road to support solid waste operations.

Benefits of Funding: Supports implementation of the Green Bin program which will have a positive impact on the environment. Supports long-term sustainability of the assets, safety and compliance, and in many cases improves energy efficiency.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-SOW-0003-SW-009	Organics Processing Facility	10,550.0	-	-	-	10,550.0	10,550.0	-	-	-	10,550.0
IOT-CFC-0005-CS-001	Mapleward Solid Waste Facility	10.7	-	10.7	-	-	13.5	-	13.5	-	-
	Total	10,560.7	-	10.7	-	10,550.0	10,563.5	-	13.5	-	10,550.0

Funding	Description	2026 (\$000)	2027 (\$000)
Debt	Special Debenture (Tax-Supported)	10,550.0	10,550.0





Project Category: Fleet

The plan includes the addition of one waste collection packer to support growth in the multi-residential sector and renewal of one existing packer that has reached end of life.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-SOW-0003-SW-007	Fleet Expansion – Waste Packer	275.0	-	-	-	275.0	275.0	-	-	-	275.0
COM-FLT-0007-FL-001	Solid Waste and Diversion Fleet Renewal	520.0	-	520.0	-	-	-	-	-	-	-
	Total	795.0	-	520.0	-	275.0	275.0	-	-	-	275.0

Funding	Description	2026 (\$000)	2027 (\$000)
Debt	Debenture (Tax Supported)	275.0	275.0





Project Category: Equipment

The plan includes equipment required for the work associated with automated cart-based collection and the Green Bin program. Also includes the expansion of litter receptables in the community and other solid waste program initiatives.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-SOW-0003-SW-001	Solid Waste Management Strategy Initiatives	-	-	-	-	-	85.6	-	85.6	-	-
IOT-SOW-0003-SW-002	Organics Program	150.0	-	150.0	-	-	100.0	-	100.0	-	-
IOT-SOW-0003-SW-004	Auto-Cart Program	100.0	-	100.0	-	-	850.0	-	850.0	-	-
IOT-SOW-0003-SW-008	Litter Receptacles	50.0	-	50.0	-	-	15.0	-	15.0	-	-
	Total	300.0	-	300.0	-	-	1,050.6	-	1,050.6	-	-





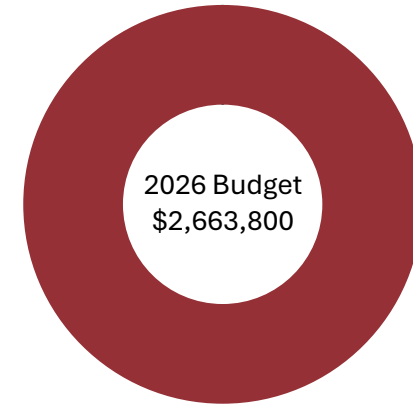
Landfill

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

Link to the Asset Management Plan

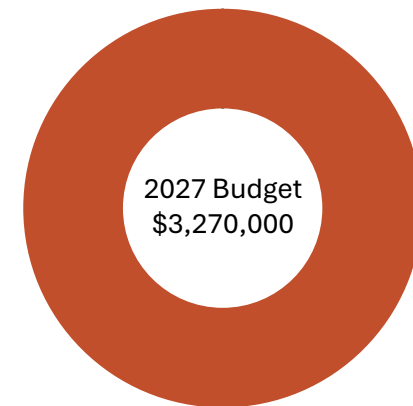
<u>Asset Class</u>	<u>Average Age</u>	<u>Average Condition</u>
Landfill	13 years	Good

Capital projects for the Landfill are prioritized based on regulatory compliance, environmental protection, capacity management, and asset condition, with the goal of maintaining safe, sustainable operations in alignment with the Asset Management Plan.



■ Tax Levy
■ Grants

■ Debenture
■ Reserve & Reserve Funds



■ Tax Levy
■ Grants

■ Debenture
■ Reserve & Reserve Funds



Project Category: Facilities

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SOW-0001-LS-001	Process Improvements	11.2	11.2	-	-	-	11.4	11.4	-	-	-
IOR-SOW-0001-LS-002	Infrastructure Improvements	112.0	112.0	-	-	-	114.1	114.1	-	-	-
IOR-SOW-0001-LS-015	Facility Upgrades	45.6	45.6	-	-	-	24.1	24.1	-	-	-
	Total	168.8	168.8	-	-	-	149.6	149.6	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Solid Waste – Landfill Reserve Fund	168.8	149.6





Project Category: Network

The plan includes expansion of the active east cell to ensure sufficient disposal capacity is maintained, final capping of the closed west cell and gas system renewal and improvements.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SOW-0001-LS-004	East Cell Expansion Phase II	1,400.0	1,400.0	-	-	-	-	-	-	-	-
IOR-SOW-0001-LS-008	Gas System Renewal	-	-	-	-	-	546.4	546.4	-	-	-
IOR-SOW-0001-LS-017	West Cell Capping Phase II	900.0	900.0	-	-	-	-	-	-	-	-
IOR-SOW-0001-LS-018	West Cell Capping Phase III	-	-	-	-	-	1,750.0	1,750.0	-	-	-
	Total	2,300.0	2,300.0	-	-	-	2,296.4	2,296.4	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Solid Waste – Landfill Reserve Fund	2,300.0	2,296.4





Project Category: Fleet

The plan includes renewal of landfill fleet, including the replacement of the rock truck. The fleet supports the operational requirements of the landfill.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SOW-0002-LF-002	Solid Waste Fleet Replacement	70.0	70.0	-	-	-	824.0	824.0	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Solid Waste – Landfill Reserve Fund	70.0	824.0





Project Category: Professional Fees, Plans and Studies

The plan includes regulated study work to assess the groundwater condition at and surrounding the landfill.

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

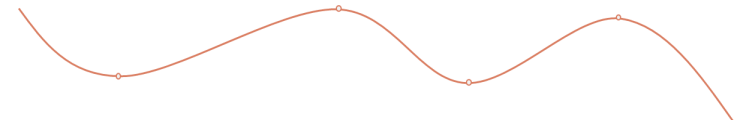
Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-SOW-0001-LS-019	Environmental Monitoring Study	125.0	125.0	-	-	-	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Solid Waste – Landfill Reserve Fund	125.0	-





PROTECTIVE SERVICES





Thunder Bay Fire Rescue

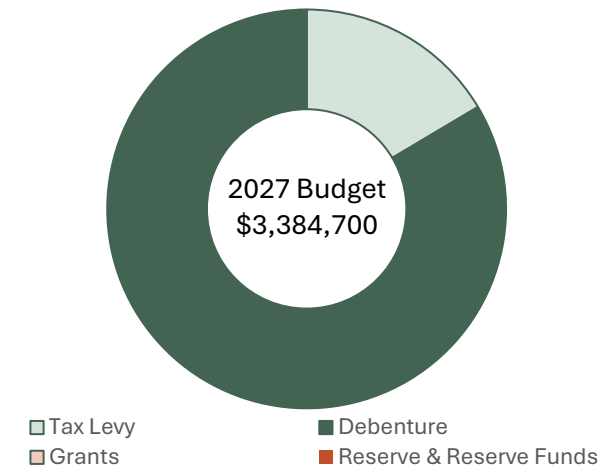
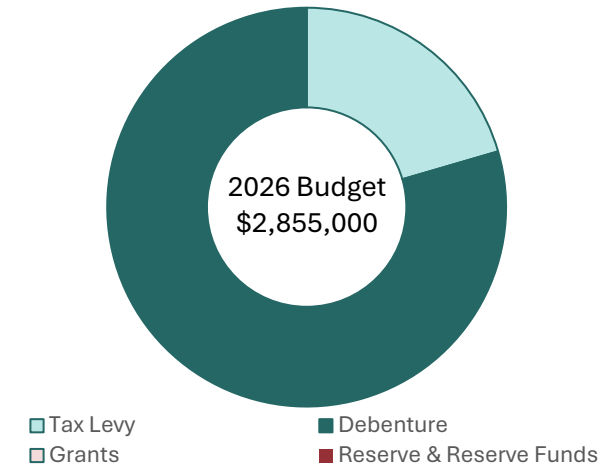
Thunder Bay Fire Rescue (TBFR) is responsible for fire suppression, public education, and fire prevention services, including fire investigation and enforcing the Fire Code. TBFR also provides tiered medical response, auto extraction, hazardous materials management, high angle, water, ice, and confined-space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

Link to the Asset Management Plan

<u>Asset Class</u>	<u>Average Age</u>	<u>Average Condition</u>
Fire Facilities	36 years	Fair
Fire Vehicles	12 years	Fair
Fire Equipment	10 years	Poor*

Capital projects for Fire Rescue are prioritized based on asset condition, compliance with safety and operational standards, and the need to maintain reliable emergency response across the community. Investments focus on ensuring that facilities, vehicles, and equipment support modern firefighting and rescue operations, with the goal of improving overall condition and service readiness in alignment with the Asset Management Plan.

*Emergency equipment condition is based on age rather than functionality. Because most assets have a short manufacturer-recommended expected useful life of 8–10 years, the average condition may appear low even though equipment remains safe, well-maintained, and fully operational.





Project Category: Facilities

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-CFC-0001-CS-010	Fire Hall Facilities	255.0	-	255.0	-	-	297.0	-	297.0	-	-





Project Category: Fleet

The plan includes a contribution towards the replacement of an Aerial Ladder and Pumper/Rescue vehicle.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-FIR-0041-FR-002	Pumper/Rescue	1,110.0	-	-	-	1,110.0	690.0	-	-	-	690.0
IOT-FIR-0041-FR-003	Aerial Ladder	1,160.0	-	-	-	1,160.0	1,977.7	-	-	-	1,977.7
	Total	2,270.0	-	-	-	2,270.0	2,667.7	-	-	-	2,667.7

Funding	Description	2026 (\$000)	2027 (\$000)
Debt	Debenture (Tax Supported)	2,270.0	2,667.7





Project Category: Equipment

The plan includes cyclical replacement and maintenance of equipment to continue to provide quality rescue services to the community. Projects include station improvements, fire hoses, nozzles and appliances, personal protective equipment, small equipment, specialized rescue equipment, and pump testing system.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-FIR-0040-FR-001	Personal Protective Equipment	200.0	-	200.0	-	-	140.0	-	140.0	-	-
IOT-FIR-0040-FR-002	Fire Hose, Nozzles and Appliances	-	-	-	-	-	120.0	-	120.0	-	-
IOT-FIR-0040-FR-005	AODA Station Improvements	50.0	-	50.0	-	-	-	-	-	-	-
IOT-FIR-0040-FR-009	Auto Extrication	-	-	-	-	-	160.0	-	-	-	160.0
IOT-FIR-0040-FR-010	Pump Testing System	80.0	-	80.0	-	-	-	-	-	-	-
	Total	330.0	-	330.0	-	-	420.0	-	260.0	-	160.0

Funding	Description	2026 (\$000)	2027 (\$000)
Debt	Debenture (Tax Supported)	-	160.0





Thunder Bay Police Service

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

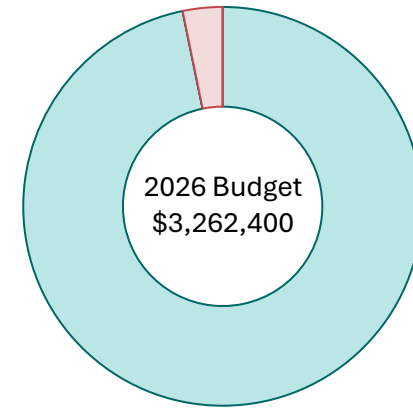
Link to the Asset Management Plan

Asset Class	Average Age	Average Condition
Balmoral Police Station	39 years	Poor*
Police Vehicles	6 years	Fair
Police Equipment	8 years	Poor**

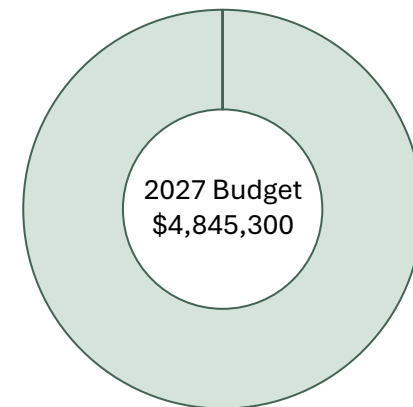
Capital projects for Police Services are prioritized based on asset condition, operational effectiveness, and compliance with safety and security standards. Investments focus on maintaining reliable facilities, vehicles, and technology to support modern policing and community safety. Where assets are rated poor, they are monitored and scheduled for maintenance, renewal, or replacement to provide continued safety, reliability, and service delivery.

*The building components have reached the end of their useful life, necessitating upgrades to maintain safe and reliable operations. Interim improvements will extend the asset's lifespan while future facility options are being explored.

**Emergency equipment condition is based on age rather than functionality. Because most assets have a short manufacturer-recommended expected useful life of 8–10 years, the average condition may appear low even though equipment remains safe, well-maintained, and fully operational.



■ Tax Levy ■ Debenture
■ Grant & Other ■ Reserve & Reserve Funds



■ Tax Levy ■ Debenture
■ Grants ■ Reserve & Reserve Funds



Project Category: Facilities

The plan includes roof design and site fencing design and construction in 2026, followed by roof construction in 2027. Design work for boiler, HVAC, and interior renovations is also included. These building components have reached the end of their useful life, and upgrades are required to maintain safe and reliable operations. These upgrades are necessary to extend the life of the asset while options for a new facility are being considered in the future.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-POL-0065-PS	Building Upgrades	715.0	-	715.0	-	-	2,200.0	-	2,200.0	-	-





Project Category: Fleet

The plan includes cyclical renewal for police vehicles. Police vehicles become less reliable in responding to front line 911 emergency calls once they exceed 180,000 kilometers (approximately three years). Vehicles over 180,000 km are reassigned to units with lower operational demands and remain in service for the balance of their lifecycle.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant & Other (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant & Other (\$000)	Debt (\$000)
OSB-POL-0036-PS	Police Vehicle Replacement	336.4	-	271.4	65.0	-	447.8	-	447.8	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Other	Partner Municipalities	65.0	-





Project Category: Equipment

The plan includes cyclical replacement of personal protective equipment, cameras, training equipment and ammunition, and the Next Generation 911 Upgrade. It also funds legislated equipment required to comply with the new Community Safety and Policing Act 2019 (CSPA) which modernizes policing and enhances oversight and training requirements.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-POL-0001-PS	Emergency Task Unit	68.5	-	68.5	-	-	81.7	-	81.7	-	-
OSB-POL-0026-PS	Armoury	24.6	-	24.6	-	-	57.5	-	57.5	-	-
OSB-POL-0027-PS	Soft Body Armour	84.0	-	84.0	-	-	78.0	-	78.0	-	-
OSB-POL-0030-PS	Furniture Replacement	-	-	-	-	-	54.8	-	54.8	-	-
OSB-POL-0031-PS	Investigative Equipment	188.6	-	188.6	-	-	12.1	-	12.1	-	-
OSB-POL-0038-PS	In Car & Body Worn Cameras	750.0	-	750.0	-	-	750.0	-	750.0	-	-
OSB-POL-0045-PS	Training and Ammunition	335.0	-	335.0	-	-	343.9	-	343.9	-	-
OSB-POL-0047-PS	Forensics Equipment	43.1	-	3.1	40.0	-	96.3	-	96.3	-	-
OSB-POL-0048-PS	Cyber Crime Equipment	29.2	-	29.2	-	-	49.4	-	49.4	-	-
OSB-POL-0051-PS	Uniform Patrol Equipment	42.6	-	42.6	-	-	146.7	-	146.7	-	-
OSB-POL-0053-PS	Traffic Management	52.8	-	52.8	-	-	56.9	-	56.9	-	-
OSB-POL-0061-PS	Other Police Equipment	-	-	-	-	-	6.8	-	6.8	-	-
OSB-POL-0064-PS	CSPA Equipment	48.0	-	48.0	-	-	-	-	-	-	-
	Total	1,666.4	-	1,626.4	40.0	-	1,734.1	-	1734.1	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Provincial Grants	40.0	-



Project Category: Technology

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

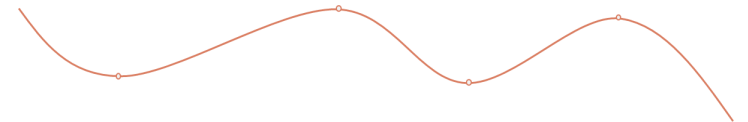
Benefits of Funding: Funding the computer network and software infrastructure will ensure the technology remains current and protects the confidentiality, integrity and availability of the Police Service's information assets.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-POL-0035-PS	Computer System Maintenance	544.6	-	544.6	-	-	463.4	-	463.4	-	-





PARKS, RECREATION AND NEIGHBOURHOOD SERVICES





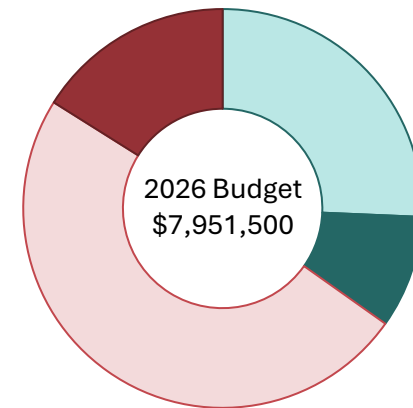
Parks and Open Spaces

The City's Parks and Open Spaces Division manages, maintains, and renews community parks, green spaces, and related assets. This includes major parks such as Prince Arthur's Landing, Chippewa, Centennial, Boulevard, and Chapples, as well as neighbourhood parks and the urban forest. The Division also oversees sports fields, courts, and winter rinks, the Centennial Botanical Conservatory, marina services, cemeteries, the Chapples and Strathcona golf courses, and the Trowbridge and Chippewa campgrounds.

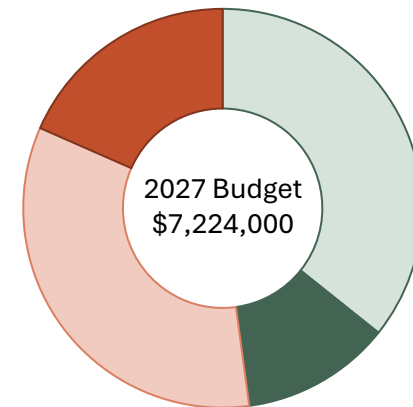
Link to the Asset Management Plan

<u>Asset Class</u>	<u>Average Age</u>	<u>Average Condition</u>
Play Parks	19 years	Good
Trails	14 years	Good
Sport Fields and Courts	31 years	Good
Structures	30 years	Fair
Historical Artifacts	31 years	Good
Public Art Pieces	13 years	Good
Individual Trees	n/a	Fair
Parks Facilities	43 years	Poor
Parks Equipment	24 years	Good

Capital projects for Parks and Open Spaces are prioritized based on asset condition, accessibility, safety, and community use. Investments focus on renewing and enhancing recreation facilities, playgrounds, trails, and green spaces to support quality of life and environmental sustainability. Where assets are rated poor, they are monitored and scheduled for renewal or replacement to maintain safety, usability, and overall service standards.



■ Tax Levy ■ Debenture
■ Grant & Other ■ Reserve & Reserve Funds



■ Tax Levy ■ Debenture
■ Grants ■ Reserve & Reserve Funds



Project Category: Amenities (Parks & Trails)

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-PKS-0001-GP-001	Lighting and Electrical	200.0	-	200.0	-	-	200.0	-	200.0	-	-
IOT-PKS-0001-GP-002	Parks Upgrades and Maintenance	100.0	-	100.0	-	-	100.0	-	100.0	-	-
IOT-PKS-0001-GP-004	Amusement Rides	50.0	-	50.0	-	-	50.0	-	50.0	-	-
IOT-PKS-0001-GP-010	Playground Equipment and Structures	-	-	-	-	-	600.0	-	350.0	250.0	-
IOT-PKS-0001-GP-014	Emergent Infrastructure Renewal	100.0	-	100.0	-	-	100.0	-	100.0	-	-
IOT-PKS-0001-GP-020	Historical Artifact Maintenance	200.0	-	200.0	-	-	50.0	-	50.0	-	-
IOT-PKS-0001-GP-028	Festival Area Renewal	1,753.4	526.9	-	500.4	726.1	1,070.0	210.8	-	232.2	627.0
IOT-PKS-0001-GP-029	Waverley Park Renewal	1,300.0	650.0	-	650.0	-	1,300.0	650.0	-	650.0	-
IOT-PKS-0003-RT-001	Recreation Trail Reconstruction	39.5	39.5	-	-	-	339.5	39.5	300.0	-	-
IOT-PKS-0003-RT-007	Festival Area Renewal Trails	300.0	-	300.0	-	-	-	-	-	-	-
COM-REC-0034-EI-008	Public Art Maintenance and Minor Projects	10.0	-	10.0	-	-	56.0	25.0	31.0	-	-
	Total	4,052.9	1,216.4	960.0	1,150.4	726.1	3,865.5	925.3	1,181.0	1,132.2	627.0



Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Parkland Dedication Reserve Fund	526.9	210.8
Reserve Fund	Capital General Reserve Fund	650.0	650.0
Reserve Fund	Recreational Trails Reserve Fund	39.5	39.5
Reserve Fund	Municipal Accommodation Tax Reserve Fund	-	25.0
	Total Reserve Funds	1,216.4	925.3
Grant	Canada Community-Building Fund	-	250.0
Grant	Investing in Canada Infrastructure Program – Community, Culture and Recreation Stream	183.4	-
Grant	Northern Ontario Heritage Fund Corporation	650.0	650.0
Grant	Federation of Canadian Municipalities – Growing Canada’s Community Canopies (GCCC)	317.0	232.2
	Total Grants	1,150.4	1,132.2
Debt	Debenture (Tax Supported)	726.1	627.0



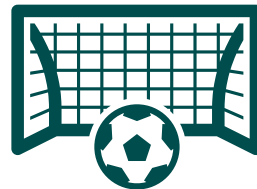


Project Category: Amenities (Sports)

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-PKS-0002-AS-002	Baseball Diamonds	70.0	-	70.0	-	-	70.0	-	70.0	-	-
IOT-PKS-0002-AS-003	Tennis and Pickleball Courts	25.0	-	25.0	-	-	25.0	-	25.0	-	-
IOT-PKS-0002-AS-004	Soccer and Cricket Fields	40.0	-	40.0	-	-	40.0	-	40.0	-	-
IOT-PKS-0002-AS-005	Bleacher Seat and Bench Replacement	10.0	-	10.0	-	-	10.0	-	10.0	-	-
IOT-PKS-0006-GO-001	Golf Course Equipment	95.0	-	95.0	-	-	95.0	-	95.0	-	-
IOT-PKS-0006-GO-002	Golf Course Grounds Rehabilitation Program	30.0	-	30.0	-	-	30.0	-	30.0	-	-
	Total	270.0	-	270.0	-	-	270.0	-	270.0	-	-





Project Category: Amenities (Boater Services)

The City provides rate-supported Boater Services at Prince Arthur's Landing. The plan includes capital maintenance, inspections, and minor adjustments to dock facilities with a focus on user-safety. The plan also includes dock and slip replacements for a section of Marina Boater Services Pier 1.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOR-PAL-0001-WF-001	Capital Maintenance	61.8	61.8	-	-	-	654.7	404.7	-	-	250.0

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Boater Services Capital Reserve Fund	61.8	404.7
Debt	Debenture (Rate-Supported: Boater Services)	-	250.0





Project Category: Amenities (Forestry)

The plan addresses the declining mature urban forest with a focused, large scale tree plant/replacement program that targets empty planting locations on City boulevards, green spaces and parks.

The plan includes a grant funded urban canopy tree plant initiative that leverages ongoing green infrastructure projects to qualify for the funding and greatly accelerates planting trees within the City over the next 3 years.

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-PKS-0001-GP-030	Urban Canopy Projects	2,755.0	-	-	2,755.0	-	1,303.8	-	-	1,303.8	-
IOT-PKS-0005-UF-001	Urban Forest Stewardship	110.0	-	110.0	-	-	110.0	-	110.0	-	-
IOT-PKS-0005-UF-002	Tree Planting Program	120.0	-	120.0	-	-	120.0	-	120.0	-	-
IOT-PKS-0005-UF-004	EAB Response	400.0	-	400.0	-	-	400.0	-	400.0	-	-
	Total	3,385.0	-	630.0	2,755.0	-	1,933.8	-	630.0	1,303.8	-

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Federation of Canadian Municipalities – Growing Canada’s Community Canopies (GCCC)	2,755.0	1,303.8



Project Category: Facilities

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-CFC-0001-CS-011	Parks Facilities	51.8	-	51.8	-	-	-	-	-	-	-

Project Category: Fleet

The plan includes small equipment and the cyclical replacement of Parks fleet renewal and maintenance equipment such as mowers, chainsaws and other small tools.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-PKS-0004-ME-001	Small Equipment	130.0	-	130.0	-	-	150.0	-	150.0	-	-
COM-FLT-0007-FL-001	Parks Fleet Renewal	-	-	-	-	-	350.0	-	350.0	-	-
	Total	130.0	-	130.0	-	-	500.0	-	500.0	-	-



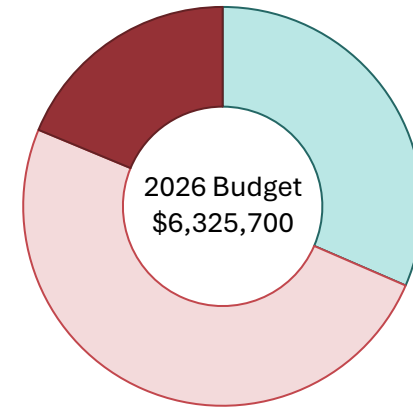
Arenas, Stadia, and Aquatics

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

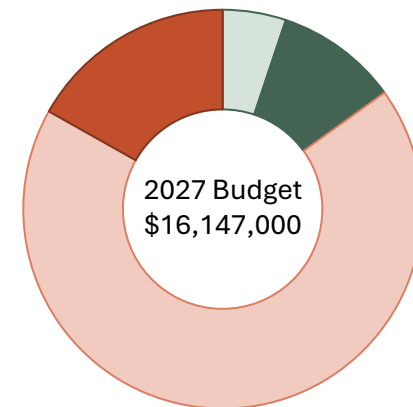
Link to the Asset Management Plan

<u>Asset Class</u>	<u>Average Age</u>	<u>Average Condition</u>
Pools, Arenas, and Stadia	49 years	Poor

Capital projects for Arenas, Stadia, and Aquatics facilities are prioritized based on asset condition, safety, accessibility, and community use. Investments focus on renewing and modernizing building systems, ice surfaces, pools, and spectator areas to support recreation, events, and community wellness. Where assets are rated poor, they are monitored and scheduled for renewal or replacement to maintain safety, usability, and overall service standards.



■ Tax Levy ■ Debenture
■ Grant & Other ■ Reserve & Reserve Funds



■ Tax Levy ■ Debenture
■ Grants ■ Reserve & Reserve Funds



Project Category: Facilities

The plan includes the replacement of major building components such as roof systems, HVAC systems, building envelope systems, electrical systems, plumbing systems, interior finishes, and accessibility improvements. In 2026, an external funding application for Volunteer Pool Improvements is underway, and in 2027 another application for Current River Arena Renewal is also underway. Both projects are dependant on successful applications to be viable. In 2026, capital work to improve the Tournament Centre is planned. In 2027, a generator upgrade/replacement at the Canada Games Complex is also planned.

Benefits of Funding: Funding cyclical renewal projects support public health and safety as well as compliance with federal, provincial, and municipal codes and standards. These projects also contribute to lower maintenance costs, service interruptions, and environmental impact. Upgrades to the Canada Games Complex Genset will enable the Corporation to utilize the facility for emergency purposes.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Other (\$000)	Debt (\$000)
IOT-CFC-0001-CS-006	Arena and Stadia Facilities	461.7	-	461.7	-	-	12,604.0	2,695.0	100.0	9,809.0	-
IOT-CFC-0001-CS-007	Aquatics Facilities	3,295.0	600.0	297.0	2,398.0	-	-	-	-	-	-
IOT-CFC-0001-CS-012	Canada Games Complex	75.0	-	75.0	-	-	2,679.0	-	75.0	1,000.0	1,604.0
COM-FAC-0004-FA-006	Canada Games Complex / Aquatics Capital Program	200.0	-	200.0	-	-	200.0	-	200.0	-	-
COM-FAC-0004-FA-007	Arenas Capital Program	299.0	-	299.0	-	-	299.0	-	299.0	-	-
IOT-CFC-0001-CS-022	Outdoor Pool Rehabilitation	100.0	-	100.0	-	-	-	-	-	-	-
	Total	4,430.7	600.0	1,432.7	2,398.0	-	15,782.0	2,695.0	674.0	10,809.0	1,604.0

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Capital General Reserve Fund	600.0	-
Reserve Fund	Renew Thunder Bay Reserve Fund	-	2,695.0
	Total Reserve Funds	600.0	2,695.0
Grant	Federal Funding	2,398.0	10,809.0
Debt	Debenture (Tax Supported)	-	1,604.0

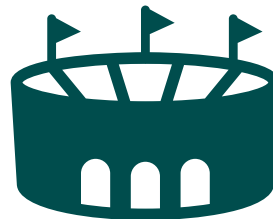


Project Category: Fleet

This plan includes the replacement of a gas-powered ice resurfer at Delaney Arena with an electric powered vehicle. This investment supports the City's regular equipment renewal program and aligns with corporate climate action goals.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-FLT-0007-FL-002	Ice Resurfer	200.0	-	200.0	-	-	-	-	-	-	-





Project Category: Equipment

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

Benefits of Funding: Renews equipment to support efficiencies and reduce maintenance costs.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant & Other (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant & Other (\$000)	Debt (\$000)
COM-REC-0034-EI-002	Aquatics and Wellness Renewal	20.0	-	20.0	-	-	230.0	15.0	30.0	185.0	-
COM-REC-0034-EI-018	Stage Equipment	30.0	30.0	-	-	-	10.0	10.0	-	-	-
COM-REC-0034-EI-020	Arena and Stadia Equipment Renewal	1,520.0	555.0	215.0	750.0	-	-	-	-	-	-
	Total	1,570.0	585.0	235.0	750.0	-	240.0	25.0	30.0	185.0	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Municipal Accommodation Tax Reserve Fund	575.0	25.0
Reserve Fund	Event Hosting Reserve	10.0	-
	Total Reserve Funds	585.0	25.0
Grant	Northern Ontario Heritage Fund Corporation	750.0	-
Other	Other Revenue	-	185.0
	Total Grant & Other	750.0	185.0



Project Category: Professional Fees, Plans and Studies

The plan includes an expanded scope and renewal of the Recreation and Facilities Master Plan. This next iteration of the plan recognizes the importance and integration of parks and open spaces.

Benefits of Funding: The Parks and Facilities Master Plan will prioritize and guide future strategies and actions to invest in new and revitalized parks and recreation facilities and programs that meet the community's needs.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-REC-0032-DD-007	Parks & Facilities Master Plan	125.0	-	125.0	-	-	125.0	-	125.0	-	-





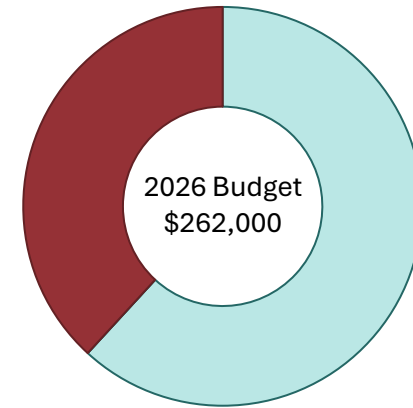
Community and Cultural Spaces

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

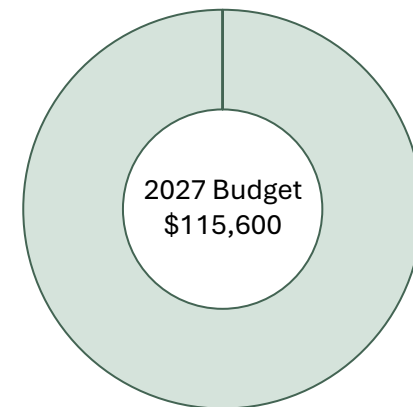
Link to the Asset Management Plan

<u>Asset Class</u>	<u>Average Age</u>	<u>Average Condition</u>
Community Centres, Older Adult, and Tourism	46 years	Poor

Capital projects for Community and Cultural Spaces are prioritized based on asset condition, safety, accessibility, and community use, in alignment with the City's Asset Management Plan. Investments focus on maintaining and modernizing building systems, program spaces, and amenities to support inclusive, accessible, and multi-purpose community programming.



■ Tax Levy ■ Debenture
■ Grant & Other ■ Reserve & Reserve Funds



■ Tax Levy ■ Debenture
■ Grants ■ Reserve & Reserve Funds



Project Category: Facilities

The plan includes community centre HVAC renewals, 55 Plus Centre fence repair, and building envelope upgrades at the Terry Fox Visitor Centre.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-CFC-0001-CS-005	Tourism Facilities	100.0	100.0	-	-	-	-	-	-	-	-
IOT-CFC-0001-CS-008	Community Centre Facilities	25.0	-	25.0	-	-	99.6	-	99.6	-	-
IOT-CFC-0001-CS-020	Older Adult Centre	127.0	-	127.0	-	-	-	-	-	-	-
	Total	252.0	100.0	152.0	-	-	99.6	-	99.6	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Municipal Accommodation Tax Reserve Fund	100.0	-

Project Category: Equipment

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-REC-0034-EI-004	Community Centre Equipment	10.0	-	10.0	-	-	16.0	-	16.0	-	-



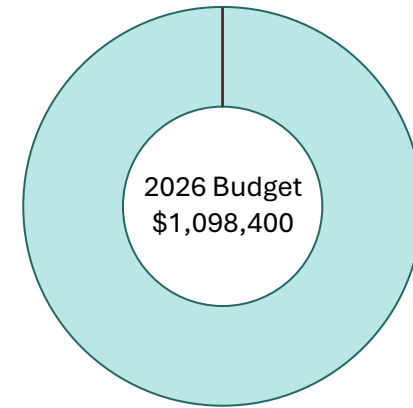
Thunder Bay Public Library

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

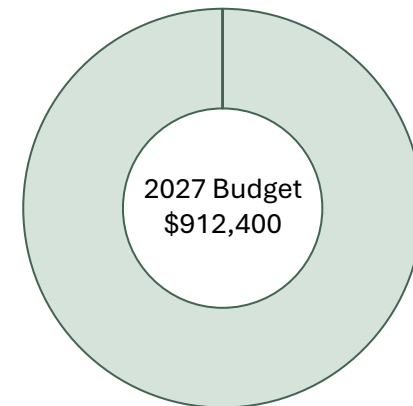
Link to the Asset Management Plan

<u>Asset Class</u>	<u>Average Age</u>	<u>Average Condition</u>
Library Facilities	66 years	Fair

Capital projects for Libraries are prioritized based on asset condition, accessibility, safety, and community use. Investments focus on maintaining and modernizing library buildings, technology, and public spaces to support learning, digital access, and community engagement. Where assets are rated poor, they are monitored and scheduled for renewal or replacement to maintain safety, functionality, and service quality.



■ Tax Levy ■ Debenture
■ Grant & Other ■ Reserve & Reserve Funds



■ Tax Levy ■ Debenture
■ Grants ■ Reserve & Reserve Funds



Project Category: Facilities

Over the course of 2026/2027 TBPL will be undertaking a multi-million-dollar renovation to Waverley Library (approved in previous City budgets), expending funds to create new programming spaces at County Park Library (after securing new lease terms in 2025 for expanded space), continuing to invest in upkeep and maintenance at Brodie Library and investing in proactive maintenance at Mary J. L. Black Library. Most of the funding for the major work at Waverley and County Park branches will come from Library capital reserves, grants and fundraising.

The renovation at Waverley will significantly improve accessibility by restoring the original heritage entrance to modern accessibility standards, involve upgrades to mechanical and electrical systems that are beyond their useful life, create a brand-new children's library and increase our programming rooms by 500%. As part of the Waverley renovation, the plan also includes a contribution towards renewal/replacement of the Waverley Elevator, which is more than 25 years past its expected lifespan.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-LIB-0010-LB	Building Maintenance and Repair	413.6	-	413.6	-	-	430.5	-	430.5	-	-
OSB-LIB-0008-LB	Waverley Library Elevator Renewal	200.0	-	200.0	-	-	-	-	-	-	-
	Total	613.6	-	613.6	-	-	430.5	-	430.5	-	-





Project Category: Equipment

The plan includes books, DVDs and multimedia items and helps offset costs for some digital collections such as research databases and e-books. This also includes office furniture, public chairs, tables and desks, maintenance equipment, signage, audio-visual equipment and microfilm readers for research needs.

Benefits of Funding: Ensures library materials are current.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-LIB-0011-LB	Core Public Service Infrastructure	349.8	-	349.8	-	-	346.9	-	346.9	-	-

Project Category: Technology

The plan includes digital infrastructure maintenance that supports core library functions. It includes items such as staff computers, network infrastructure, cloud computing systems, security hardware and technology, as well as public access computers and printers.

Benefits of Funding: Ensures library-users have access to high-speed internet and digital services and staff have the digital infrastructure necessary to operate the library system.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-LIB-0012-LB	Digital Infrastructure Maintenance	135.0	-	135.0	-	-	135.0	-	135.0	-	-



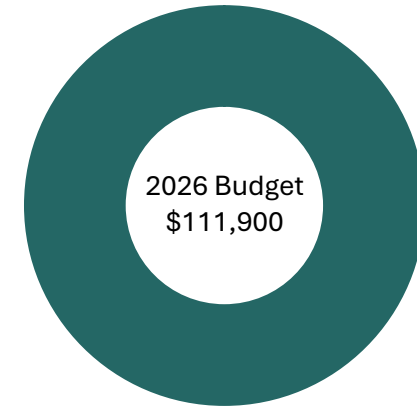
Parking

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

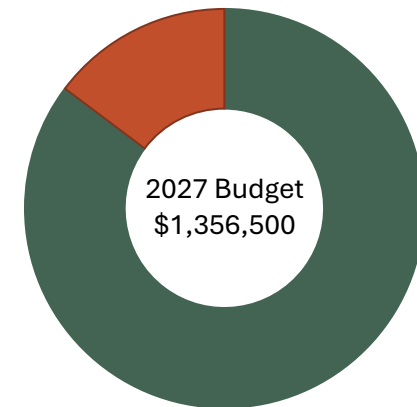
Link to the Asset Management Plan

<u>Asset Class</u>	<u>Average Age</u>	<u>Average Condition</u>
Parkades	38 years	Poor
Parking Lots	36 years	Poor

Capital projects for Parkades and Parking Lots are prioritized based on asset condition, safety, accessibility, and operational efficiency. Investments focus on maintaining and rehabilitating parking structures, surfaces, and equipment to ensure safe, functional, and user-friendly facilities. Where assets are rated poor, they are monitored and scheduled for maintenance, renewal or replacement to maintain safety, usability, and overall service standards



■ Tax Levy ■ Debiture
■ Grant & Other ■ Reserve & Reserve Funds



■ Tax Levy ■ Debiture
■ Grants ■ Reserve & Reserve Funds



Project Category: Facilities

The plan includes necessary repairs at the parkades. Work at the Waterfront District Parkade includes elevator lobby waterproofing, and localized asphalt, curb, and sidewalk repairs. Work planned at the Victoria Parkade includes concrete repairs and waterproofing on the west half of P1 and entrance ramp, localized asphalt, drainage upgrades and structural steel repainting.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
OSB-PKG-0001-PK	Parking Meters	21.9	-	-	-	21.9	22.5	-	-	-	22.5
OSB-PKG-0002-PK	Waterfront District Parkade Repairs	90.0	-	-	-	90.0	132.0	-	-	-	132.0
OSB-PKG-0003-PK	Victoria Parkade Repairs	-	-	-	-	-	1,202.0	200.0	-	-	1,002.0
	Total	111.9	-	-	-	111.9	1,356.5	200.0	-	-	1,156.5

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Parking Reserve Fund	-	200.0
Debt	Internal Loan (Rate-Supported: Parking)	111.9	1,156.5





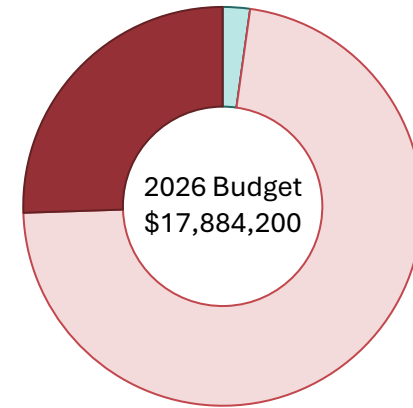
Transit Services

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

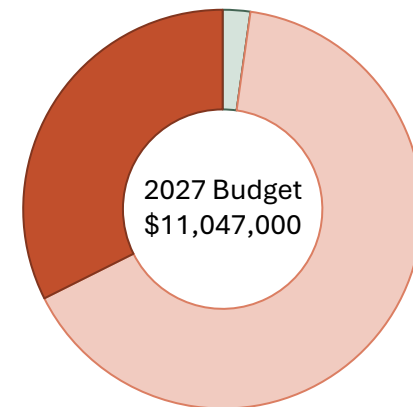
Link to the Asset Management Plan

Asset Class	Average Age	Average Condition
Transit Facility	48 years	Fair
Transit Terminal Land Improvements, Fencing, and Fueling Facilities	23 years	Fair
Fare Boxes, Shelters, Radio System, Hoists, and Other Equipment	8 years	Poor

Capital projects for Transit are prioritized based on asset condition, safety, accessibility, and service reliability. Investments focus on renewing and upgrading buses, shelters, terminals, and supporting technology to improve operational efficiency and rider experience, while advancing fleet electrification and reducing greenhouse gas emissions. Where assets are rated poor, they are monitored and scheduled for renewal or replacement to maintain safety, dependability, and compliance with service standards.



■ Tax Levy ■ Debenture
■ Grant & Other ■ Reserve & Reserve Funds



■ Tax Levy ■ Debenture
■ Grants ■ Reserve & Reserve Funds



Project Category: Facilities

The plan seeks to advance the Transit Electrification Plan through Phase 1 planning, design and construction of supporting infrastructure to accommodate battery charging/electric vehicles. Additional Transit Facility improvements planned include transit lube hoist replacement, switch gear replacements, transit fuel dispenser replacement, electrification, lighting upgrades and facility expansion. The plan also supports ongoing efforts to enhance accessible access to the transit network and improve the user's experience at terminals and bus stops through the addition of new stop infrastructure and amenities.

Benefits of Funding: Supports the Transit Electrification Plan which has a positive impact on public health and the environment and supports increasing accessible access to the transit network and improving the user experience.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-CFC-0001-CS-014	Transit Facility	1,210.0	100.0	300.0	810.0	-	290.0	-	150.0	140.0	-
IOT-CFC-0028-CS-002	Facility Modifications	6,649.6	1,773.5	-	4,876.1	-	-	-	-	-	-
COM-TRN-0002-CT-001	Shelter Replacement	45.8	-	45.8	-	-	30.0	-	30.0	-	-
COM-TRN-0002-CT-002	Accessible Stop Improvements	70.0	20.4	49.6	-	-	91.6	24.6	67.0	-	-
COM-TRN-0009-CT-003	Bus Wash	500.0	150.0	-	350.0	-	-	-	-	-	-
COM-TRN-0009-CT-006	Terminal Realignment Design	-	-	-	-	-	200.0	-	-	200.0	-
	Total	8,475.4	2,043.9	395.4	6,036.1	-	611.6	24.6	247.0	340.0	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Capital Transit Reserve Fund	270.4	24.6
Reserve Fund	Renew Thunder Bay Reserve Fund	1,773.5	-
	Total Reserve Funds	2,043.9	24.6
Grant	Provincial Gas Tax	150.0	88.4
Grant	Canada Public Transit Fund	1,010.0	251.6
Grant	Investing in Canada Infrastructure Program – Transit Stream	4,876.1	-
	Total Grants	6,036.1	340.0



Project Category: Fleet

The plan includes the replacement of diesel-powered conventional transit vehicles with electric buses, along with a fleet rebranding initiative to align with the City's on-demand service delivery objectives.

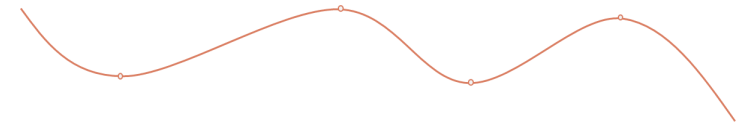
Benefits of Funding: Supports the Transit Electrification Plan which has a positive impact on public health and the environment. The City's fleet remains safe and reliable, and reduces maintenance costs on vehicles and equipment that have exceeded their useful life.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-FLT-0007-FL-007	Transit Fleet Replacement	8,780.8	2,381.1	-	6,399.7	-	7,035.4	2,482.8	-	4,552.6	-
COM-TRN-0009-CT-001	Transit Rebranding	428.0	-	-	428.0	-	-	-	-	-	-
COM-TRN-0009-CT-004	Transit On-Demand Vehicles	-	-	-	-	-	3,400.0	1,070.0	-	2,330.0	-
COM-TRN-0002-CT-007	Fleet Sign Retrofit	200.0	138.2	-	61.8	-	-	-	-	-	-
	Total	9,408.8	2,519.3	-	6,889.5	-	10,435.4	3,552.8	-	6,882.6	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Capital Transit Reserve Fund	2,381.1	3,552.8
Reserve Fund	MTO Capital Transit Reserve Fund	138.2	-
	Total Reserve Funds	2,519.3	3,552.8
Grant	Provincial Gas Tax	1,292.6	2,389.4
Grant	Canada Public Transit Fund	71.6	830.0
Grant	Investing in Canada Infrastructure Program – Transit Stream	5,525.3	3,663.2
	Total Grants	6,889.5	6,882.6



SOCIAL AND HEALTH SERVICES





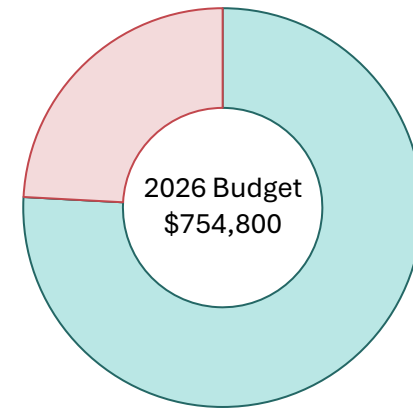
Long-Term Care – Pioneer Ridge

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

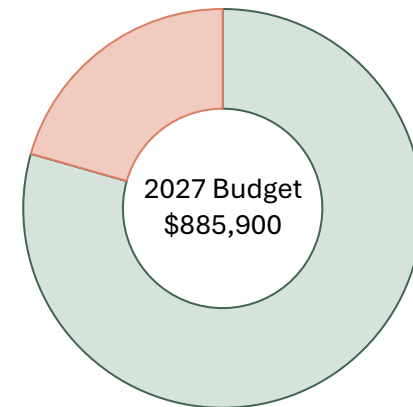
Link to the Asset Management Plan

<u>Asset Class</u>	<u>Average Age</u>	<u>Average Condition</u>
Pioneer Ridge Facility	30 years	Very Good
Kitchen Equipment, Lifts, Medical Equipment, etc.	15 years	Poor

Capital projects for Pioneer Ridge are prioritized based on asset condition, safety, regulatory compliance, and the need to support quality care and resident well-being. Investments focus on maintaining and modernizing building systems, resident areas, and support spaces to ensure a safe, comfortable, and compliant environment. Where assets are rated poor, they are monitored and scheduled for renewal or replacement to maintain safety, functionality, and service continuity.



■ Tax Levy ■ Deventure
■ Grant & Other ■ Reserve & Reserve Funds



■ Tax Levy ■ Deventure
■ Grants ■ Reserve & Reserve Funds



Project Category: Facilities

The plan includes fire system upgrades, floor maintenance equipment, facility renewal and enhancements to support the creation of a more 'home-like' environment and improve infection prevention and control to meet the requirements of the Ministry of Long-Term Care (MLTC), the standards and recommendations from the Long-Term Care Commissioners report, and recommendations from the Program and Services Review. In accordance with the Building Condition Assessment (BCA), scheduled replacements include HVAC pumps for heating, an air conditioning condensing unit, exhaust fans and domestic water heater replacements.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-HOM-0022-PJ-001	Business Office Reconfiguration	-	-	-	-	-	50.0	-	50.0	-	-
COM-HOM-0022-PJ-003	Facility Cyclical Replacements	189.0	-	75.0	114.0	-	190.5	-	50.0	140.5	-
COM-HOM-0022-PJ-009	Building Condition Assessment Recommendations	151.0	-	151.0	-	-	191.6	-	191.6	-	-
	Total	340.0	-	226.0	114.0	-	432.1	-	291.6	140.5	-

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Provincial Grants	114.0	140.5





Project Category: Fleet

The Pioneer Ridge Nutrition & Food Services Production Centre provides meal services for residents and catering for certain City functions and events. The plan includes a food service delivery vehicle to strengthen this service capacity and improve operational efficiency.

Benefits of Funding: Supports safer and more efficient operations by removing the need for personal vehicle use and enabling multiple staff to complete deliveries as needed.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-HOM-0022-PJ-007	Food Delivery Vehicle	65.0	-	65.0	-	-	-	-	-	-	-





Project Category: Equipment

The plan includes cyclical replacement of resident, medical, and personal care equipment, food services, and other cleaning equipment necessary for operations, including resident beds, ceiling and floor lift devices, floor scrubbers, kitchen commercial ovens and refrigeration equipment.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-HOM-0022-PJ-002	Equipment Cyclical Replacements	199.5	-	184.5	15.0	-	206.0	-	191.0	15.0	-
COM-HOM-0022-PJ-004	Jasper Furnishings and Equipment	9.0	-	9.0	-	-	26.0	-	26.0	-	-
COM-HOM-0022-PJ-007	Food Services Cyclical Replacements	71.0	-	71.0	-	-	155.0	-	135.0	20.0	-
COM-HOM-0022-PJ-008	Residential Furnishings and Equipment	70.3	-	17.0	53.3	-	66.8	-	60.0	6.8	-
	Total	349.8	-	281.5	68.3	-	453.8	-	412.0	41.8	-

Funding	Description	2026 (\$000)	2027 (\$000)
Grant	Provincial Grants	68.3	41.8





Child Care

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

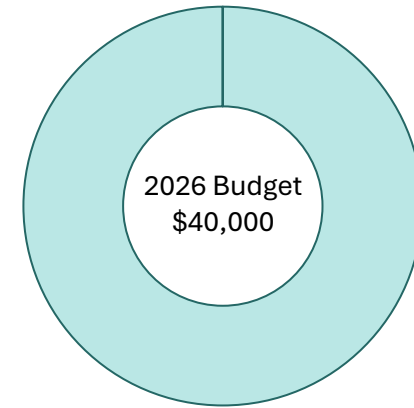
- Algoma Child Care Centre
- Grace Remus Child Care Centre
- Ogden Child Care Centre
- Woodcrest Child Care Centre

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

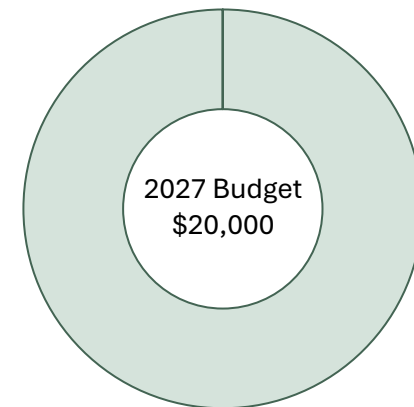
Link to the Asset Management Plan

Asset Class	Average Age	Average Condition
Algoma Child Care Facility	30 years	Poor
Grace Remus Child Care Facility (Included within Pioneer Ridge)	30 years	Very Good
Child Care Playgrounds	12 years	Poor

Capital projects for Child Care are prioritized based on asset condition, safety, accessibility, and compliance with regulatory and licensing requirements. Investments focus on maintaining and upgrading building systems, furnishings, and play equipment to support safe, inclusive, and high-quality childcare services. Where assets are rated poor, they are monitored and scheduled for maintenance, renewal, or replacement to maintain safety, functionality, and service continuity.



■ Tax Levy ■ Debenture
■ Grant & Other ■ Reserve & Reserve Funds



■ Tax Levy ■ Debenture
■ Grants ■ Reserve & Reserve Funds



Project Category: Equipment

The plan includes renewal and maintenance of the playground equipment and grounds at the Ogden and Woodcrest Child Care Centres. Ogden Child Care Centre's plans include constructing an outdoor play space that incorporates the latest materials and safety standards, while ensuring functionality and supporting optimal, age-appropriate developmental needs. Woodcrest Child Care Centre's project approach will include a phased removal of existing play structures, replacement with innovative new equipment, and an exploration of play surface options that utilize industry-standard materials while remaining within budget-friendly parameters.

Benefits of Funding: These projects are necessary to maintain the functionality and safety of these structures and ensure compliance with legislated license requirements, quality assurance criteria, and playground safety requirements as well as support continued strong enrollment.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-CHC-0008-CH-002	Playground Renewal – Ogden	40.0	-	40.0	-	-	-	-	-	-	-
COM-CHC-0008-CH-002	Playground Renewal – Woodcrest	-	-	-	-	-	20.0	-	20.0	-	-
	Total	40.0	-	40.0	-	-	20.0	-	20.0	-	-





Housing

The City plays an important role in addressing the community's needs for safe, affordable and accessible homes. By allocating resources to housing initiatives, the City can support construction, maintenance and improvement of housing stock to meet the demands of a growing population. Funding for 2027 is contingent on meeting housing targets and, therefore, is not included in this budget. Should it be approved, it will be brought forward to City Council for consideration at that time.

New Housing Supply Options

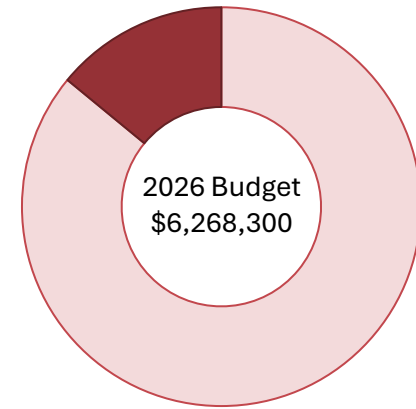
Under the Federal Housing Accelerator Fund, the City of Thunder Bay has agreed to a Housing Supply Growth Target of 1,755 permitted housing units, and the following Additional Targets (sub-targets):

- 429 missing middle housing units
- 328 other multi-unit housing units
- 362 affordable housing units

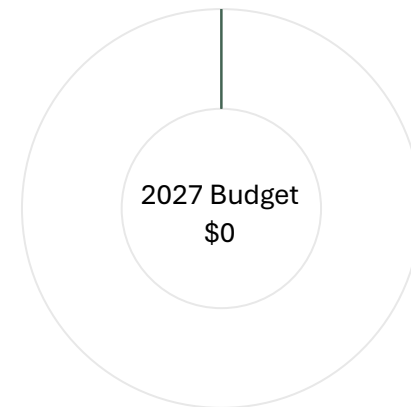
These targets must be achieved by February 28, 2027.

Under the Provincial Building Faster Fund the City of Thunder Bay has been assigned a housing target of 2,200 new homes by 2031.

Administration continues to work toward achieving these housing targets through ongoing planning, policy, and development initiatives.



■ Tax Levy ■ Debenture
■ Grant & Other ■ Reserve & Reserve Funds





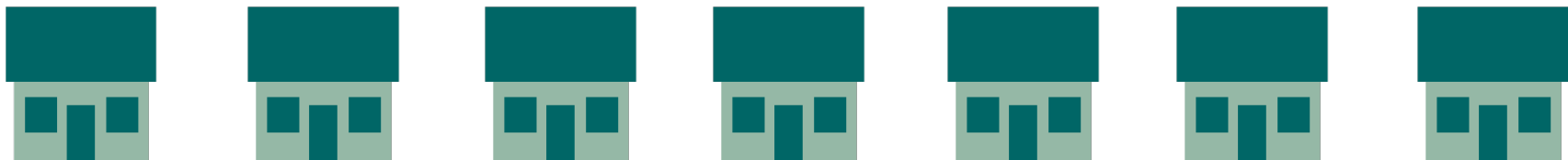
Project Category: Program

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
GRO-DEV-0002-PL-001	Housing Initiatives (HAF)	5,388.3	-	-	5,388.3	-	-	-	-	-	-
GRO-DEV-0002-PL-002	Housing Initiatives (BFF)	880.0	880.0	-	-	-	-	-	-	-	-
	Total	6,268.3	880.0	-	5,388.3	-	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Building Faster Fund Reserve Fund	880.0	-
Grant	Housing Accelerator Fund	4,696.0	-
Grant	Housing Accelerator Fund (Vacant & Dilapidated Buildings Program)	692.3	-
	Total Grants	5,388.3	-





Superior North EMS

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

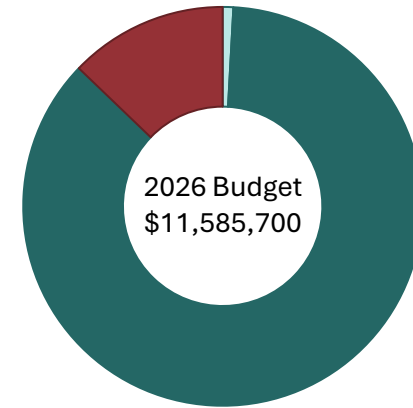
Link to the Asset Management Plan

Asset Class	Average Age	Average Condition
EMS Headquarters	12 years	Very Good
EMS Vehicles	7 years	Poor*
EMS Equipment	9 years	Poor**

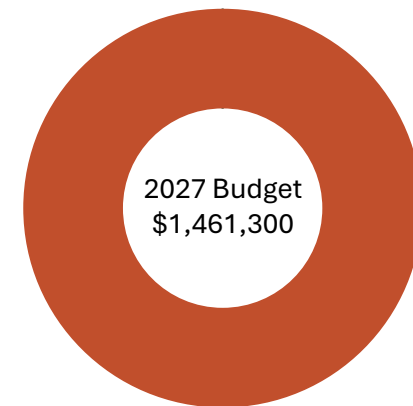
Capital projects for Superior North EMS are prioritized based on asset condition, safety, regulatory compliance, and the need to support reliable emergency medical response across the service area. Investments focus on maintaining and modernizing stations, vehicles, and equipment to enhance operational readiness and responder safety.

*In the last two years, several investments have been made to replace aging EMS fleet. Once these vehicles are placed into service, the overall fleet condition is expected to improve to “Very Good.”

**Emergency equipment condition is based on age rather than functionality. Because most assets have a short manufacturer-recommended expected useful life of 8–10 years, the average condition may appear low even though equipment remains safe, well-maintained, and fully operational.



■ Tax Levy ■ Debenture
■ Grant & Other ■ Reserve & Reserve Funds



■ Tax Levy ■ Debenture
■ Grants ■ Reserve & Reserve Funds



Project Category: Facilities

This project involves the construction of an EMS Auxiliary Station designed to support the expansion of community paramedicine services and enhance the overall capacity of emergency medical services in the region. The new facility will provide dedicated infrastructure for both urgent and preventive care delivery, enabling a more proactive and sustainable approach to paramedicine.

The station will serve as a centralized hub for community paramedics, offering space for care coordination, remote monitoring, clinical assessments, laboratory space, and administrative functions. It will also include vehicle bays, equipment storage, training areas, and integrated communications infrastructure to support mobile operations and virtual care delivery.

While the identified funding source is a tax-supported Special Debenture, subsequent debt-servicing costs would be offset by provincial grants under the Community Paramedicine Program. The EMS expansion will not proceed without Provincial confirmation of full funding for related debt servicing costs.

Benefits of Funding: By investing in this purpose-built facility, the project aims to ensure the long-term sustainability of community paramedicine programming, improve service access for vulnerable populations, and reduce pressure on hospital emergency departments through early intervention and home-based care.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-EMS-0008-EM	Superior North EMS HQ Expansion	10,000.0	-	-	-	10,000.0	-	-	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Debt	Special Debenture (Tax-Supported)	10,000.0	-



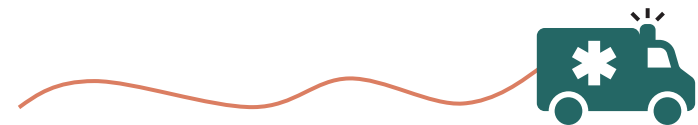
Project Category: Fleet

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COR-EMS-0002-EM	Ambulance Replacement	1,485.7	1,485.7	-	-	-	1,461.3	1,461.3	-	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Superior North EMS (SNEMS) Capital Reserve Fund	1,485.7	1,461.3





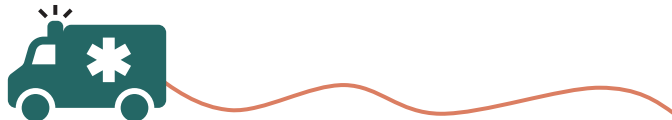
Project Category: Equipment

The initiative involves the creation of a Tactical Emergency Medical Services (TEMS) Team to operate in high-risk, high-acuity environments where traditional EMS response may be delayed or limited due to safety concerns or a lack of specialized training. As the frequency and complexity of high-risk incidents continue to increase, a tactical medical response team would enable paramedics to provide immediate, life-saving care in situations such as active threat environments, high-risk warrant services, barricaded subjects, or mass casualty events. These teams are often integrated with police tactical units and are becoming a recognized standard within modern emergency response systems.

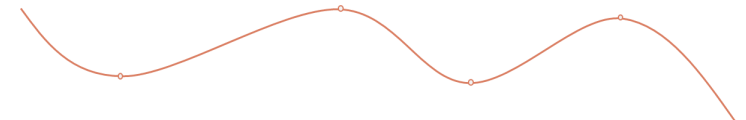
In addition to high-risk response, the TEMS team would serve a secondary role in supporting large-scale public events, natural disasters, and mass gatherings by providing surge capacity and logistical support. This enhances overall emergency preparedness and strengthens the resilience of the EMS system.

Benefits of Funding: The TEMS initiative would ensure rapid access to patients in dangerous or hostile environments, significantly improving survivability where seconds matter. The integration with police tactical teams would also enhance safety outcomes for all responders during joint operations. Additionally, the existence of a TEMS unit aligns with best practice standards already adopted in municipalities across the province, demonstrating a proactive and modernized approach to emergency medical care. Investing in this capability builds public confidence by ensuring a visible and competent response to high-risk incidents, reinforcing community safety and trust in emergency services.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COR-EMS-0001-EM	Medical Equipment	100.0	-	100.0	-	-	-	-	-	-	-



CORPORATE INITIATIVES AND OPERATIONAL SUPPORT





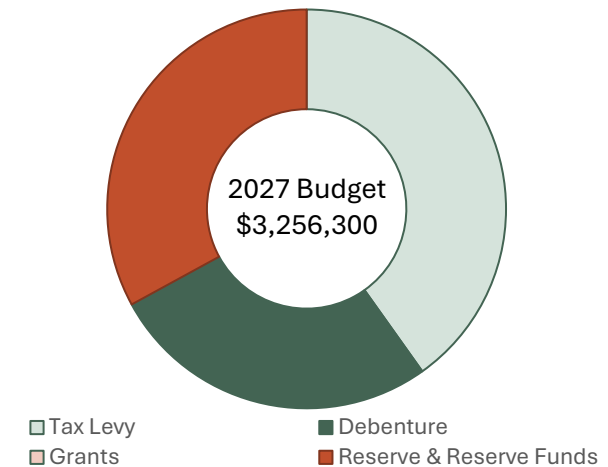
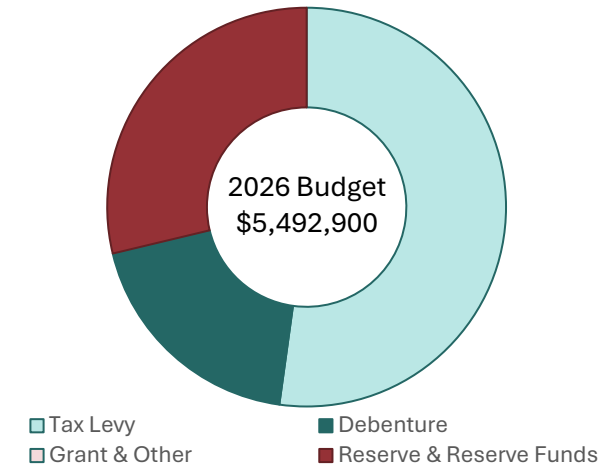
Municipal Offices and Facilities

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

Link to the Asset Management Plan

Asset Class	Average Age	Average Condition
Administrative Facilities (City Hall, Archives, Pool 6, Victoriaville Civic Centre, McKellar Mall, Whalen Building)	66 years	Fair
Operational Facilities	34 years	Poor

Capital projects for Municipal Offices and Facilities are prioritized based on asset condition, functionality, safety, and operational efficiency, in alignment with the City's Asset Management Plan. Investments focus on maintaining and upgrading building systems, workspaces, and support areas to ensure safe, reliable, and efficient service delivery.





Project Category: Facilities

The plan for corporate facilities in 2026 includes an office optimization study for McKellar Mall and adjacent Victoriaville Civic Centre, as well as work on the Corporate Communications & Public Relations space at City Hall. The Victoriaville Civic Centre roof will also be renewed. In 2027, passenger elevator work at City Hall is planned. In 2026/27, a new central customer service space will be developed; the location is to be determined. The plan includes Whalen Building basement work in 2026 to align with adjacent sidewalk and roadwork, and main floor and mezzanine work. Lastly, the plan includes an allowance for major emergency facility-related equipment failure and energy efficiency opportunities.

Benefits of Funding: Funding renewal projects for corporate facilities supports long-term sustainability of the assets, safety and compliance, and in many cases improves energy efficiency. Funding the Customer Service Office Space will improve citizen access and centralize services.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-CFC-001-CS-001	Corporate Facilities	2,342.0	-	1,294.6	-	1,047.4	1,456.4	-	580.7	-	875.7
IOT-CFC-0001-CS-002	Operational Facilities	355.0	-	355.0	-	-	220.0	-	220.0	-	-
IOT-CFC-0003-CS-001	Whalen Building	1,030.0	1,030.0	-	-	-	560.0	560.0	-	-	-
CMO-CUS-0001-CU	Customer Service Office Space Development	600.0	-	600.0	-	-	-	-	-	-	-
COM-FAC-0004-FA-002	Unplanned Major Component Repair	201.0	-	201.0	-	-	201.0	-	201.0	-	-
GRO-COM-0001-CC-001	Office Renovations – Communications	99.5	-	99.5	-	-	11.7	-	11.7	-	-
GRO-GMO-0001-AD	Asset Maintenance and Replacement	102.0	-	102.0	-	-	123.2	-	123.2	-	-
	Total	4,729.5	1,030.0	2,652.1	-	1,047.4	2,572.3	560.0	1,136.6	-	875.7

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Whalen Building Capital Reserve Fund	1,030.0	560.0
Debt	Debenture (Tax Supported)	1,047.4	875.7



Project Category: Equipment

The plan allocates funds to ongoing cyber security assessments and remediation, cyclical replacement of Datacentre Virtual Computing Server and Storage Clusters, an upgrade of the Network WiFi System and upgrades to the Datacentre UPS solution. The plan also includes renewal of printing and graphics equipment for sign making and folding brochures and pamphlets. As well, the plan includes renewal of security equipment, energy efficiency, and lighting upgrades throughout municipally owned facilities as needed. Security equipment upgrades are planned on a 5–10 year cycle or as equipment becomes obsolete. Funds are required to renew and upgrade the Eye on the Street infrastructure and ensure that all cameras and recording and monitoring equipment meets current standards.

Benefits of Funding: Funding the computer network and software infrastructure ensures technology remains current and protects the confidentiality, integrity and availability of the City's information assets. Funding the upgrade and replacement of security systems supports compliance with the Municipal Freedom of Information and Protection of Privacy Act for handling and storage of records and reduces vulnerability to threats, unauthorized access, patron safety, vandalism and theft and will enable the City to provide video evidence for police.

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COR-CIT-0010-IT	Network & Software Infrastructure	503.7	503.7	-	-	-	468.1	468.1	-	-	-
COR-OCT-0004-SM	Printing & Graphics	30.0	-	30.0	-	-	-	-	-	-	-
COM-FAC-0004-FA-003	Energy Efficiency	40.0	-	40.0	-	-	40.0	-	40.0	-	-
COM-FAC-0004-FA-005	Security Equipment	50.0	-	50.0	-	-	50.0	-	50.0	-	-
IOT-CFC-0018-CS-003	Lighting Upgrades	45.0	-	45.0	-	-	35.0	-	35.0	-	-
IOT-CEN-0002-CS-001	Eye on the Street	19.7	-	19.7	-	-	18.9	-	18.9	-	-
	Total	688.4	503.7	184.7	-	-	612.0	468.1	143.9	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Corporate Information Technology (CIT) Reserve Fund	503.7	468.1



Project Category: Professional Fees, Plans and Studies

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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COM-FAC-0004-FA-001	Arc Flash / Single Line Diagrams	15.0	-	15.0	-	-	15.0	-	15.0	-	-
IOT-CFC-0018-CS-001	Net-Zero Integration Audits	45.0	45.0	-	-	-	45.0	45.0	-	-	-
COM-FAC-0004-FA-004	Environmental Assessments	15.0	-	15.0	-	-	12.0	-	12.0	-	-
	Total	75	45.0	30.0	-	-	72.0	45.0	27.0	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Corporate Energy Innovation Reserve Fund	45.0	45.0





Initiatives and Support

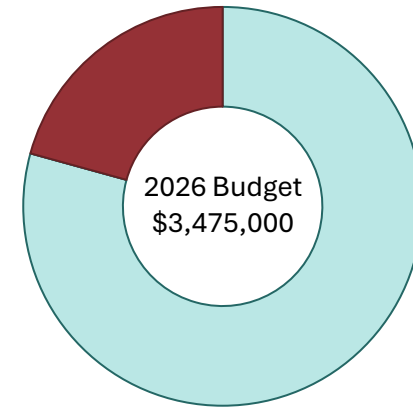
The City of Thunder Bay has approved various plans and initiatives to drive growth, improve efficiency, and achieve specific business objectives.

Link to the Digital Strategy

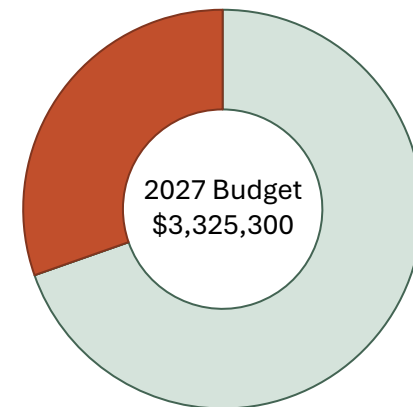
The identified initiatives align with the goals of the strategy to make it easier for residents to access City services by delivering customer-centred, digitally powered solutions and improving operational efficiency through end-to-end digitization of major business processes and modernization of workplace tools.

Project

Digital Staff Time Reporting & Scheduling
By-law Licensing & Enforcement Digitization
Asset & Work Management Digitization
Information Management Solutions



■ Tax Levy ■ Debenture
■ Grant & Other ■ Reserve & Reserve Funds



■ Tax Levy ■ Debenture
■ Grants ■ Reserve & Reserve Funds



Project Category: Technology

The Corporate Digital Strategy has identified various digital transformation opportunities to improve service delivery and related internal business processes. The plan includes the continued rollout of a digital staff-scheduling and time-reporting solution, end-to-end digitization work for bylaw licensing and enforcement, asset and work order management and information management solutions, including Electronic Records Management. A project to integrate information between the SAP Human Resources solution and the HR recruitment system (iCMS) is also included in the plan. The HR Digitization project will provide an integrated end to end Human Resources Information System, which will include employee self service capabilities and centralized information management. A Customer Service Relationship (CRM) system is essential for delivering coordinated and efficient customer service within the planned new division.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
COR-CIT-0009-IT	Digital Strategy	822.7	-	822.7	-	-	863.8	-	863.8	-	-
COR-CIT-0012-IT	Payroll Upgrade	-	-	-	-	-	150.0	150.0	-	-	-
CMO-CUS-0002-CU	Customer Service CRM Implementation	400.0	-	400.0	-	-	-	-	-	-	-
CMO-HRS-0010-HR	HR Digitization	1,158.5	-	1,158.5	-	-	1,040.0	140.0	900.0	-	-
GRO-CSS-0001-CC-002	City Website Renewal	50.0	-	50.0	-	-	50.0	-	50.0	-	-
	Total	2,431.2	-	2,431.2	-	-	2,103.8	290.0	1,813.8	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Corporate Information Technology (CIT) Reserve Fund	-	290.0



Project Category: Program

The plan includes a contribution towards the Beautification & Civic Pride program. This program provides leadership to move forward initiatives that improve the City's appearance, civic pride, and supports the Solid Waste Management Strategy. The plan also includes an allocation to advance the implementation of growth initiatives identified in the Smart Growth Action Plan.

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
CMO-CLK-0003-CL	AODA Compliance	70.0	-	70.0	-	-	200.0	-	200.0	-	-
GEN-CGB-0001-IR	Beautification and Civic Pride Initiatives	220.0	220.0	-	-	-	220.0	220.0	-	-	-
GRO-GMO-0002-GM	Growth Project Initiatives	500.0	500.0	-	-	-	500.0	500.0	-	-	-
	Total	790.0	720.0	70.0	-	-	920.0	720.0	200.0	-	-

Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Clean, Green and Beautiful Reserve Fund	220.0	220.0
Reserve Fund	Assessment Growth Reserve Fund	500.0	500.0
	Total Reserve Fund	720.0	720.0





Project Category: Professional Fees, Plans and Studies

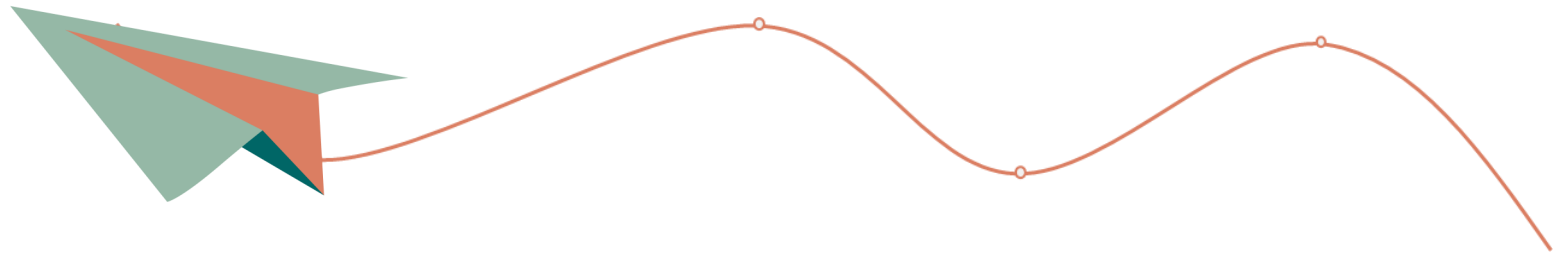
The plan includes funds to undertake planning initiatives where internal resources are not sufficient or additional expertise is required, and to recapture and maintain high quality aerial photography, LiDAR (3D mapping) and topographic mapping assets. Capital funds will be used to complete, supplement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

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

Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
GRO-CSS-0002-ST-002	Strategic Initiatives	27.8	-	27.8	-	-	30.0	-	30.0	-	-
GRO-DEV-0001-PL-001	Aerial Photography	65.0	-	65.0	-	-	65.0	-	65.0	-	-
GRO-DEV-0001-PL-002	Northern Ontario Orthophotography	11.0	-	11.0	-	-	6.5	-	6.5	-	-
GRO-DEV-0001-PL-003	Planning Studies	150.0	-	150.0	-	-	200.0	-	200.0	-	-
	Total	253.8	-	253.8	-	-	301.5	-	301.5	-	-



CAPITAL OUTLOOK





Longer-Term Capital Forecast

The City has developed a long-term capital forecast to guide future planning and investment decisions. This forecast provides insight into anticipated capital needs, financial resources, and infrastructure priorities over the coming years. The tables below show the preliminary capital plans for 2026-2028 by Division/Section (2026: \$159,997,300 | 2027: \$148,044,700 | 2028: \$119,485,400. The budget includes \$0.5 million in both 2026 and 2027 to support initiatives identified in the Smart Growth Action Plan. Additional funding requirements may be brought forward through the capital budget review process in 2027 and future years.

Roads

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Pavement Rehabilitation			
Asphalt - Miscellaneous Patching	425.1	750.0	73.0
Guide Rails / Retaining Walls	-	50.0	50.0
Surface and Crack Sealing	275.0	275.0	275.0
Asphalt - Pavement Management	200.0	350.0	350.0
Railway Crossing Improvements	-	200.0	200.0
Asphalt - Enhanced Pavement Management	185.0	185.0	185.0
Enhanced Residential Road Work	850.0	982.5	750.0
Water St - Park Ave to Bay St	-	700.0	-
106th Ave - 108th to Island	-	-	650.0
Hot-In-Place Asphalt Recycling	750.0	1,000.0	1,000.0
Mountdale - Walsh to Arthur	-	500.0	-
River Street - Algoma to High	-	-	950.0
Memorial Avenue - 2nd to Ontario	1,000.0	-	-
Hawkrigde Dr - Falconcrest to Southcliff Pl	-	1,000.0	-
John St Rd - Community Hall to Lawrence	-	525.0	-
Mountain Rd - Hwy 61 to Tuxedo	-	-	500.0
Brock St - Brown to Heath	150.0	-	-
Finlayson - May to Simpson	-	-	250.0
Maple Ave - Windsor St to Juniper Dr	-	200.0	-
Madeline - River St to Crescent Ave	600.0	-	-



Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Pavement Rehabilitation (continued)			
John St Rd - Lawrence to Mapleward	-	600.0	-
Surface Treatment	225.0	225.0	225.0
Mountain Rd - Tuxedo to 15th Sideroad	-	-	700.0
Golf Links Rd - Willam to Fanshaw	-	-	800.0
Arthur St - Vickers to Brodie	-	800.0	-
Arthur St - Selkirk to Vickers	-	-	1,000.0
Red River Rd - High St to Hodge	-	-	950.0
Lacewood Dr - 20th Sideroad to Nova Dr	-	-	400.0
Brown St - Frederica to Gore	-	-	150.0
Water St - Park Ave to Howe St	-	-	700.0
Innovation Dr - Golf Links to 300m W	550.0	-	-
Southcliff Place	-	650.0	-
Alder Ave - Windsor St to John St	-	-	410.0
Beverly St Parking Lot	2,000.0	-	-
Cumberland St - Tupper St to Pearl St	500.0	-	-
Martin Ave - Ponderosa Dr to 180m	200.0	-	-
McMillan St - Southern Ave to Pacific Ave	100.0	-	-
McIntyre St - Court St to Cumberland St	100.0	-	-
Juniper Dr - Clarkson to Alder Ave	-	550.0	-
Oak Ave - Clarkson St to Windsor St	-	-	600.0
Commerce St - Mountdale Ave to Walsh St	-	-	1,000.0
Regent St - Van Norman St to Red River Rd	-	450.0	-
College St - Red River Rd to Hebert St	325.0	-	-
Subtotal	8,435.1	9,992.5	12,168.0
Rural Roads			
Rural Roads Granular Upgrades	125.0	125.0	125.0
Other			
Winter Material Storage Structure	-	-	1,357.5



Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Road Network Improvements			
NW Arterial Design	75.0	175.0	-
Central Ave Development	6,120.2	6,120.2	5,080.2
Burwood Road PHII - Oliver Rd to N. of Oliver Rd	550.0	-	-
Golf Links @ Harbour Expy - Lane Expansion	450.0	-	-
Subtotal	7,195.2	6,295.2	5,080.2
Local Improvements			
Unspecified Local Improvements for Forecasting	-	50.0	50.0
Bridges and Culverts			
Detailed Visual Bridge Inspection	125.0	-	-
Culvert Replacement Program	50.0	50.0	50.0
Madeline Culvert Headwall	80.0	-	-
William St - Bridge Design	100.0	-	-
Structural Culvert Replacement	-	1,000.0	-
Pacific Ave Bridge Reconstruction	6,000.0	-	-
Harbour Exp Trail Bridge Over McIntyre - Design	-	75.0	-
Harbour Exp Trail Girder Bridge over Lyon's Channel	-	400.0	-
Oliver Rd Over McIntyre River Ped Bridge	1,500.0	-	-
William St Bridge Construction	-	-	3,600.0
Central Ave Overpass - Railing Replacement	1,000.0	-	-
McKellar Island to Mission Island Bridge Design	250.0	-	-
McKellar Island to Mission Island Bridge Construction	208.5	1,281.7	-
Black Bay Bridge Construction	-	3,000.0	-
Subtotal	9,313.5	5,806.7	3,650.0



Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Sidewalks New			
Sidewalks – New	-	50.0	-
Pacific Ave - Minnesota St to McKenzie s/s	206.2	-	-
Cameron St - Bus Stop 1839 to Vickers St N n/s	206.2	-	-
Oliver Rd - Burwood Rd to Golf Links S/S	249.9	-	-
Sibley Dr - Keewatin St to Balmoral St N/S	300.0	-	-
Pacific Ave - Prince Arthur Blvd to Minnesota St S/S	187.5	-	-
Harbour Expressway - Golf Links Rd to Carrick St N/S	-	-	1,312.3
Matthews St - Margaret St to Clayte St - E/S	-	200.0	-
Innovation Dr - Golf Links to 300m W	100.0	-	-
Subtotal	1,249.8	250.0	1,312.3
Sidewalk Replacement			
Sidewalk Rehab Alternatives	100.0	100.0	100.0
Accessibility Sidewalk Ramp - South	-	35.0	35.0
Accessibility Sidewalk Ramp - North	-	35.0	35.0
Sidewalk Removals	65.0	-	20.0
Brock St - Brown to Heath	125.0	-	-
Finlayson - May to Simpson	-	-	210.0
County Blvd - Perth Cr to East Ave - B/S	240.0	-	-
Archibald St S - Arthur St E to Ridgeway St E - W/S	-	85.0	-
Algoma St N - Red River Rd to Camelot St - W/S	100.0	-	-
Luci Court - Isabella to Moodie	80.0	-	-
Mary St E - Sprague St to Syndicate Ave S - N/S	-	-	255.0
Whalen St - River St to Hogarth St - W/S	-	-	150.0
Algonquin Ave S - John St to Tokio St - E/S	-	100.0	-
Churchill Dr W - James St N to Edward St N - S/S	-	380.0	-
Van Norman St - Jean St to Algoma St N- N/S	75.0	-	-
Perth Cr - East Ave to County Blvd - W/S	-	200.0	-
Moodie St - Waterloo St S to Edward St S S/S	-	-	305.0
Subtotal	785.0	935.0	1,110.0



Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Traffic Signals			
Controller Upgrading Program	110.0	110.0	110.0
Detection Program	80.0	80.0	80.0
Audible Pedestrian Signals	25.0	25.0	25.0
Signal Upgrading Program	20.0	20.0	20.0
Pedestrian Crossovers	150.0	115.0	115.0
Intersection Partial Rebuilds	-	75.0	75.0
Traffic Calming	-	50.0	50.0
Traffic Signal Removal	-	25.0	25.0
Burwood Rd @ Oliver Rd	150.0	-	-
Innovation Dr & Golf Links Rd	350.0	-	-
Harbour Expressway & Fort William Rd Partial Rebuild	-	75.0	-
Subtotal	885.0	575.0	500.0
Streetlighting			
Underground Upgrade Program	-	40.0	40.0
System Upgrading Program	-	130.0	130.0
Pole Replacement Program	40.0	80.0	80.0
Underground Duct Replacement for Sidewalk/Roads	-	100.0	100.0
Synergy Permitting Costs	5.0	5.0	5.0
Fault Repairs	-	20.0	20.0
Brodie St - Miles to Donald	45.0	-	-
Victoria Ave - Archibald to McKellar	45.0	-	-
Maple Ave - Windsor St to Juniper Dr	-	95.0	-
Brock St - Brown to Heath	60.0	-	-
County Blvd - Perth Cr to East Ave	120.0	-	-
Luci Court - Isabella to Moodie (Duct)	50.0	-	-
Algonquin Ave S - John St to Tokio St	-	85.0	-
Perth Cr - East Ave to County Blvd	-	160.0	-
Archibald St S - Arthur St to Ridgeway St W/S	-	70.0	-
Cumberland St - Tupper to Pearl St	100.0	-	-



Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Streetlighting (continued)			
Alder St - Windsor St to John St	-	-	50.0
Juniper Dr - Clarkson St to Alder Ave	-	50.0	-
Oak Ave - Clarkson St to Windsor St	-	-	50.0
Moodie St - Ford St to Edward St S	-	-	75.0
Subtotal	465.0	835.0	550.0
Total	28,453.6	24,864.4	25,903.0

Engineering

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Property Acquisition for Projects, Subdivision oversizing, Legal Fees, and Surveys	100.0	150.0	150.0
Engineering Traffic Studies	50.0	50.0	50.0
Pre-Engineering Field Services	15.0	15.0	15.0
Active Transportation	150.0	150.0	150.0
Property Acquisition - NW Arterial	50.0	50.0	50.0
Environmental Assessments	150.0	150.0	-
Public Education	10.0	10.0	10.0
Storm CLI ECA	125.0	125.0	125.0
Total	650.0	700.0	550.0



Waterworks (Rate-Supported)

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Plants, Pumping Stations and Reservoirs			
Bare Point WTP Process	1,775.3	1,879.0	1,707.2
Bare Point WTP Electrical	70.0	60.0	70.0
Bare Point WTP Instrumentation	45.0	55.0	45.0
Bare Point WTP Buildings and Grounds	30.0	230.0	30.0
Pumping Stations and Reservoirs Process	348.2	30.0	222.0
Pumping Stations and Reservoirs Electrical	15.5	-	4.0
Pumping Stations and Reservoirs Instrumentation	-	14.0	40.0
Pumping Stations and Reservoirs Building/Grounds	15.0	47.0	-
Bare Point WTP Professional fees	200.0	200.0	200.0
Bare Point WTP Unplanned repairs	200.0	244.4	228.8
Subtotal	2,699.0	2,759.4	2,547.0
Innovations, Programs and Technology			
Program Technology & Equipment	80.0	80.0	20.0
Water Use Innovation Program Efficiency Initiatives	200.0	200.0	154.0
Large Water Meter Replacement Program	100.0	100.0	100.0
Water Fill Stations	150.0	150.0	150.0
Lead Reduction Program	600.0	600.0	600.0
Advanced Metering Infrastructure	1,178.0	5,464.0	5,628.0
Subtotal	2,308.0	6,594.0	6,652.0
Fleet			
Equipment Replacement and Refurbishing	570.0	1,125.0	731.0



Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Watermain Replacement and Rehabilitation			
Cathodic Protection	75.0	100.0	100.0
Unspecified Watermain Replace / Rehab	-	1,123.1	226.1
Kerr Hydrant Replacement	125.0	125.0	125.0
Looping Program - Water Quality and Flow	-	150.0	-
Commerce St - Mountdale to Walsh	-	-	1,000.0
Lead Service Replacement Program	1,000.0	1,500.0	1,500.0
Bare Point Watermain Replacement Phase IV Sheep Ranch Road to Dewe Avenue	2,766.7	5,766.7	-
Cleaning and Cement Mortar Lining	2,189.1	2,700.0	2,700.0
Luci Court - Isabella to Moodie	550.0	-	-
Valves and Chambers	250.0	250.0	250.0
Chippewa Rd - City Road New Watermain	-	-	1,000.0
Utility Cut Restoration	100.0	100.0	100.0
Sheep Ranch Rail Crossing	3,000.0	-	-
Regent St - Van Norman to Red River Rd	-	450.0	-
Phillips St - Phillips to Anten	-	-	1,000.0
Phillips St - Phillips to McAuliff	-	2,200.0	-
Excess Soil Regulatory Requirements	35.0	35.0	35.0
Juniper Dr - Clarkson St to Alder Ave	-	2,000.0	-
Brock St - Brown to Heath	500.0	-	-
Mooney Ave - Burbidge to Mooney	-	-	300.0
Finlayson St - Simpson to May	-	-	750.0
Alder Ave - Windsor St to John St	-	-	1,500.0
Oak Ave - Clarkson St to Windsor St	-	-	2,200.0
Maple Ave - Windsor St to Juniper Dr	-	800.0	-
Ambrose St	-	300.0	-
Lincoln St	-	300.0	-
Manitou St	-	400.0	-
Pacific Ave -Prince Arthur Blvd to Minnesota	200.0	-	-
Empire Ave - Brown to 100m West	135.0	-	-



Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Watermain Replacement and Rehabilitation (continued)			
Chapples Water Supply - Loop from Clubhouse to Dease	-	-	500.0
Waterford to Carrick Looping	215.0	-	-
Dalton Ave to Ray Blvd Looping	120.0	-	-
Zone 2S - Victor Street to Riverdale	-	-	500.0
Madeline Street - River St to Theresa St	175.0	-	-
Cumberland Street - Tupper St to Pearl St	1,500.0	-	-
Looping - Martin Avenue from Ponderosa to 180m of Martin Ave	325.0	-	-
McMillan Street - Southern Ave to Pacific Ave	650.0	-	-
College St - Red River Rd to Hebert St	425.0	-	-
McIntyre St - Court St to Cumberland St	650.0	-	-
Subtotal	14,985.8	18,299.8	13,786.1
Network Expansion			
Water: Subdivision Oversizing	-	50.0	50.0
Burwood PH III	150.0	-	-
Central Ave Development	1,973.3	1,973.3	1,973.3
Subtotal	2,123.3	2,023.3	2,023.3
Professional Fees			
Professional Fees for Studies, DWQMS, Audit Fees	175.0	175.0	175.0
Pre-Engineering Design & Contract Admin	140.0	140.0	140.0
Water Model Updates	100.0	25.0	50.0
Subtotal	415.0	340.0	365.0
Total	23,101.1	31,141.5	26,104.4



Wastewater (Rate-Supported)

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Sanitary Innovations, Programs, and Technology			
Plant and Program Technology	40.0	40.0	40.0
Small Equipment	22.0	24.0	25.0
Wastewater Innovations Program Efficiency Initiatives	55.2	59.9	62.9
Advanced Metering Infrastructure	1,178.0	5,464.0	5,628.0
Subtotal	1,295.2	5,587.9	5,755.9
Sanitary Sewer Rehabilitation			
Island Sanitary Trunks & Pumping Stations	-	-	-
Sanitary Sewer Unspecified	-	1,842.4	3,132.0
Sanitary Sewer Lining	-	1,000.0	500.0
Maintenance hole and Appurtenance Rehabilitation	150.0	150.0	150.0
House Lateral Lining	150.0	150.0	150.0
Memorial Ave - Queen to Inchiquin	-	195.0	-
College St - Hebert to Red River	700.0	-	-
Regent St - Van Norman to Red River	-	250.0	-
Sanitary Sewer Cleaning and Inspection	1,199.6	2,000.0	2,000.0
Excess Soil Regulatory Requirements	50.0	50.0	50.0
Trunk Sewer Inspections	-	-	-
Brock St - Brown to Heath	500.0	-	-
Finlayson St - May to Simpson	-	-	750.0
Luci Court - Isabella to Moodie	450.0	-	-
Cumberland Street - Tupper St to Pearl St	1,500.0	-	-
McMillan Street - Southern Ave to Pacific Ave	650.0	-	-
McIntyre St - Court St to Cumberland St	650.0	-	-
Subtotal	5,999.6	5,637.4	6,732.0



Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Sanitary Network Expansion			
Subdivision Oversizing	-	50.0	50.0
Burwood PH III	150.0	-	-
Central Ave Development	1,591.4	2,164.2	2,164.2
Subtotal	1,741.4	2,214.2	2,214.2
Professional Fees			
Pre-Engineering Design & Contract Admin	150.0	150.0	150.0
Professional Fees for Studies	95.0	102.0	102.0
CLI ECA Implementation	150.0	150.0	150.0
Subtotal	395.0	402.0	402.0
Sanitary Fleet			
Vehicle Replacement	1,046.0	810.0	396.1
Water Pollution Control Plant			
Atlantic Ave - WPCP Process	1,181.0	1,119.5	1,301.2
Atlantic Ave - WPCP Electrical	89.5	89.5	295.8
Atlantic Ave - WPCP Building & Grounds	157.0	112.0	117.8
Atlantic Ave - WPCP Instrumentation	205.0	55.0	53.4
Atlantic Ave - WPCP HVAC	29.2	29.2	40.6
Sewage Pumping Stations - All groups	1,050.0	50.0	321.4
Atlantic Ave - WPCP Professional fees	315.0	315.0	200.0
Atlantic Ave - WPCP Unplanned repairs	200.0	100.0	100.0
Atlantic Ave - WPCP Generator Standby Power	6,000.0	401.8	303.8
Subtotal	9,226.7	2,272.0	2,734.0
Total	19,703.9	16,923.5	18,234.2



Solid Waste and Diversion

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Solid Waste Management Strategy Initiatives	-	85.6	-
Organics Program Planning	150.0	100.0	610.0
Solid Waste Master Plan Review	-	-	81.4
Auto-Cart Program	100.0	850.0	210.0
Hazardous Waste Facility Upgrades	-	-	50.0
Fleet Expansion (Waste Packer)	275.0	275.0	-
Litter Receptacles	50.0	15.0	10.0
Organics Processing Facility	10,550.0	10,550.0	-
Total	11,125.0	11,875.6	961.4

Landfill (Rate-Supported)

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Process Improvements	11.2	11.4	11.6
Infrastructure Improvements	112.0	114.1	116.3
East Cell Expansion – Phase II	1,400.0	-	-
Gas System Renewal	-	546.4	-
Leachate Treatment Expansion Phase II(b)	-	-	1,320.0
Facility Upgrades	45.6	24.1	57.6
Compactor Building Relocation and Upgrades	-	-	273.2
West Cell Capping – Phase II	900.0	-	-
West Cell Capping – Phase III	-	1,750.0	-
Environmental Monitoring Study	125.0	-	-
Vehicle and Equipment Replacement	70.0	824.0	-
Total	2,663.8	3,270.0	1,778.7



Environment

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Trunk Ditching Rural Wards	130.0	130.0	130.0
Rehabilitation/Replacement Unspecified	-	250.0	197.5
Storm Sewer Inspections	200.0	200.0	200.0
Residential Drainage Assistance Program	100.0	100.0	100.0
Outfall Repairs	25.0	25.0	25.0
Storm Sewer Infrastructure - Intercity Priorities	1,548.3	1,393.7	1,000.0
Low Impact Development Stormwater Facilities	500.0	300.0	30.0
Excess Soil Regulatory Requirements	20.0	20.0	20.0
Local Rural Drainage Improvements	50.0	100.0	100.0
Local Urban Drainage Improvements	50.0	100.0	100.0
Lacewood Dr - Nova to 20th Sideroad	-	-	150.0
Martin Ave - Ponderosa to 180m	100.0	-	-
Innova Park Stormwater Pond	1,066.0	-	-
Empire Ave - Brown St to 100m W	175.0	-	-
Total	3,964.3	2,618.7	2,052.5

Central Support

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Concessions Equipment	-	-	5.0
Hut/Base Renewal Program	-	-	3.0
Equipment	19.7	18.9	19.2
Total	19.7	18.9	27.2



Thunder Bay Police Service

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Emergency Task Unit Equipment	68.5	81.7	109.8
Armoury	24.6	57.5	57.5
Soft Body Armour	84.0	78.0	84.0
Furniture Replacement	-	54.8	59.0
Investigative Equipment	188.6	12.1	9.7
Computer System Maintenance and Procurement	544.6	463.4	425.8
Police Vehicle Replacement	336.4	447.8	386.9
Cameras - In Car & Body Worn	750.0	750.0	750.0
Training Equipment/Ammunition	335.0	343.9	387.9
Forensics Equipment	43.1	96.3	98.3
Cyber Crime Equipment	29.2	49.4	103.8
Uniform Patrol Equipment	42.6	146.7	56.5
Traffic Management Equipment	52.8	56.9	47.9
Other Police Equipment	-	6.8	7.0
CSPA Equipment	48.0	-	-
Police Headquarters Building Upgrades	715.0	2,200.0	2,750.0
Total	3,262.4	4,845.3	5,334.1



Thunder Bay Fire Rescue

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Specialized Rescue Equipment	-	-	120.0
Pump Testing System	80.0	-	-
Personal Protective Equipment	200.0	140.0	200.0
Fire Hose, Nozzles, & Appliances	-	120.0	-
AODA – Station Improvements	50.0	-	-
Self Contained Breathing Apparatus	-	-	2,000.0
Auto Extrication	-	160.0	-
Vehicle Replacement	-	-	100.0
Pumper / Rescue	1,110.0	690.0	-
Aerial Ladder	1,160.0	1,977.7	415.6
Total	2,600.0	3,087.7	2,835.6

Parks and Open Spaces

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Parks Renewal Program			
Lighting and Electrical Upgrading	200.0	200.0	200.0
Parks Upgrades and Maintenance	100.0	100.0	100.0
Amusement Rides	50.0	50.0	50.0
Playground Equipment & Structures	-	600.0	787.5
Parking Lots and Access Roads	-	-	550.0
Emergent Infrastructure Renewal	100.0	100.0	100.0
Historical Artifact Maintenance	200.0	50.0	50.0
Festival Area Renewal	1,753.4	1,070.0	-
Waverley Park Renewal	1,300.0	1,300.0	-
Urban Canopy Projects	2,755.0	1,303.8	-
Subtotal	6,458.4	4,773.8	1,837.5



Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Sports Fields			
Baseball Diamonds	70.0	70.0	70.0
Tennis & Pickleball Courts	25.0	25.0	25.0
Soccer & Cricket Fields	40.0	40.0	40.0
Bleacher Seat & Bench Replacement	10.0	10.0	10.0
Subtotal	145.0	145.0	145.0
Recreation Trails			
Trail Reconstruction	39.5	339.5	300.0
Festival Area Renewal Trails	300.0	-	-
Subtotal	339.5	339.5	300.0
Maintenance Equipment			
Small Equipment	130.0	150.0	130.0
Urban Forest Program			
Urban Forest Stewardship	110.0	110.0	110.0
Tree Planting Program	120.0	120.0	120.0
EAB Response	400.0	400.0	400.0
Subtotal	630.0	630.0	630.0
Golf Courses			
Equipment Replacement and Renewal	95.0	95.0	95.0
Grounds Rehabilitation Program	30.0	30.0	30.0
Subtotal	125.0	125.0	125.0
Total	7,827.9	6,163.3	3,167.5



Capital Facility Construction

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Corporate Facilities	2,342.0	1,456.4	1,122.4
Operational Facilities	355.0	220.0	296.0
Tourism Facilities	100.0	-	42.0
Arena & Stadia Facilities	461.7	12,604.0	616.5
Aquatics Facilities	3,295.0	-	-
Community Centre Facilities	25.0	99.6	263.0
Fire Hall Facilities	255.0	297.0	110.0
Parks Facilities	51.8	-	152.8
Canada Games Complex	75.0	2,679.0	75.0
Transit Facilities	1,210.0	290.0	1,654.0
Older Adult Centre	127.0	-	-
Outdoor Pool Rehabilitation	100.0	-	-
Whalen Building	1,030.0	560.0	1,825.0
Mapleward Solid Waste Facility	10.7	13.5	-
Net-Zero Integration Audits	45.0	45.0	45.0
Lighting Upgrades	45.0	35.0	131.3
Transit Facility Modifications	6,649.6	-	-
Total	16,177.8	18,299.5	6,333.0

Boater Services (Rate-Supported)

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Capital Maintenance	61.8	654.7	64.9



Recreation and Culture

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Recreation Master Plan - CGC Recreation Hub	-	-	1,200.0
New Recreation Master Plan - Consulting	125.0	125.0	-
Community Centre Sign Replacement	-	-	100.0
Older Adults Infrastructure and Equipment Renewal	-	-	10.0
Aquatics and Wellness Equipment Renewal	20.0	230.0	20.0
Community Centre Infrastructure and Equipment	10.0	16.0	10.0
Public Art - Maintenance and Minor Projects	10.0	56.0	10.0
Stage Equipment	30.0	10.0	-
Arenas and Stadia Equipment Renewal	1,520.0	-	-
Total	1,715.0	437.0	1,350.0

Thunder Bay Public Library

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Waverley Library Renewal	200.0	-	-
Building Maintenance & Repair	413.6	430.5	390.0
Core Public Service Infrastructure	349.8	346.9	385.0
Digital Infrastructure Maintenance	135.0	135.0	165.0
Total	1,098.4	912.4	940.0



Parking

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Parking Meters	21.9	22.5	23.2
Waterfront District Parkade Repairs	90.0	132.0	210.0
Victoria Parkade Repairs	-	1,202.0	1,238.1
Vehicle Replacement	-	-	75.0
Waterfront Parkade Condition Survey	-	-	40.0
Victoria Parkade Condition Survey	-	-	40.0
Total	111.9	1,356.5	1,626.3

Transit Services

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Bus Shelter Replacement	45.8	30.0	30.0
Accessible Stop Improvements	70.0	91.6	60.0
Conventional Bus Fleet Sign Retrofit	200.0	-	-
Transit Rebranding	428.0	-	-
Bus Wash	500.0	-	-
Transit On-Demand Vehicles	-	3,400.0	-
Terminal Realignment Design	-	200.0	-
Total	1,243.8	3,721.6	90.0



Facilities Services

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Arc Flash / Single Line Diagrams	15.0	15.0	15.0
Major Component Repair	201.0	201.0	201.0
Energy Efficiency	40.0	40.0	40.0
Environmental Assessments	15.0	12.0	12.0
Security Equipment Upgrade and Replacement	50.0	50.0	50.0
CGC/Aquatics Capital Program	200.0	200.0	200.0
Arenas Capital Program	299.0	299.0	299.0
Total	820.0	817.0	817.0

Fleet Services

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Infrastructure and Operations - Roads and Parks	2,957.1	3,006.2	4,929.4
Ice Resurfacers	200.0	-	-
Transit Fleet Replacement	8,780.8	7,035.4	7,377.8
Total	11,937.9	10,041.6	12,307.2

Licensing and Enforcement

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Digitization Including Mobile Technology	-	-	55.0
Enforcement Vehicles	-	-	69.5
Total	-	-	124.5



Long-Term Care and Senior Services

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Offices	-	50.0	-
Jasper Cyclical Replacements	199.5	206.0	206.0
Environmental	189.0	190.5	370.8
Jasper Capital	9.0	26.0	50.0
Laundry	-	-	1.5
Nutrition	136.0	155.0	65.0
Recreation	70.3	66.8	-
BCA Recommendations	151.0	191.6	195.5
Total	754.8	885.9	888.8

Child Care Centres

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Playground Renewal	40.0	20.0	40.0

Development Services

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Aerial Photography	65.0	65.0	65.0
Northern Ontario Orthophotography	11.0	6.5	6.5
Planning Studies	150.0	200.0	200.0
Housing Initiatives	6,268.3	-	-
Asset Maintenance and Replacement (Office)	102.0	123.2	150.0
Total	6,596.3	394.7	421.5



Superior North EMS

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Medical Equipment	100.0	-	1,573.4
Vehicle & Equipment Replacement	1,485.7	1,461.3	1,656.2
Computer Equipment	-	-	149.5
HQ Expansion	10,000.0	-	-
Total	11,585.7	1,461.3	3,379.1

Office of the City Clerk

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Legislative Compliance – AODA	70.0	200.0	200.0

Human Resources

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
HR Digitization	1,158.5	1,040.0	570.0

Customer Service

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Office Space Development	600.0	-	-
Customer Service Software	400.0	-	-
Total	1,000.0	-	-



Corporate Information Technology

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Digital Strategy - Transformation Project(s)	822.7	863.8	907.0
Lifecycle Maintenance Network & Software Infrastructure	503.7	468.1	274.8
SAP Payroll ECC to HANA Upgrade	-	150.0	-
Lifecycle Maintenance Personal Computers	-	-	1,883.0
Total	1,326.4	1,481.9	3,064.8

Growth

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Growth Project Initiatives	500.0	500.0	-

Communications

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
City Website Renewal	50.0	50.0	50.0
Office Renovations – Communications	99.5	11.7	19.7
Total	149.5	61.7	69.7

Strategic Initiatives and Engagement

Project Name	2026 Budget (\$000)	2027 Forecast (\$000)	2028 Forecast (\$000)
Strategic Initiatives	27.8	30.0	30.0
Clean, Green, and Beautiful Initiatives	220.0	220.0	220.0
Total	247.8	250.0	250.0

