



**Finance and Administration Standing Committee Meeting
Agenda**

Tuesday, November 25, 2025, 7:00 p.m.

S.H. Blake Memorial Auditorium

	Pages
1. Finance and Administration Standing Committee in the S.H. Blake Memorial Auditorium (Council Chambers) at 7:00 p.m. Chair: Councillor Bentz	
2. Land Acknowledgement	
3. Disclosures of Interest	
4. Confirmation of Agenda WITH RESPECT to the Tuesday, November 25, 2025 Finance and Administration Standing Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.	
5. Minutes of Previous Meetings Minutes of the Finance & Administration Standing Committee, held on October 14, 2025, for information.	3 - 9
6. Reports of Administration	
6.1 Thunder Bay Community Tennis Centre Report 368-2025-Corporate Services-Finance providing the Finance and Administration Standing Committee with information relative to the Thunder Bay Community Tennis Centre. Correspondence received from Jamie Grieve and Deborah Rosnow, Thunder Bay Community Tennis Centre dated October 30, 2025 requesting the opportunity to provide a deputation relative to the Thunder Bay Community Tennis Centre.	10 - 17

6.2 2024 Audited Consolidated Financial Statements

Report 327-2025-Corporate Services-Finance seeking endorsement of the Finance and Administration Standing Committee relative to the Audited Consolidated Financial Statements and the Trust Fund Statements. **(Distributed separately)**

6.3 Building Faster Fund and Housing Accelerator Fund Funding Reallocation

18 - 21

Report 262-2025-Growth-Development Services seeking endorsement of the Finance and Administration Standing Committee relative to Appropriation No. 20-2025 reallocating Building Faster Fund and Housing Accelerator Fund funding.

WITH RESPECT to Report 262-2025-Growth-Development Services, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT Appropriation No. 20-2025 be approved to reallocate Building Faster Fund and Housing Accelerator Fund funding between the Burwood Road Network Expansion Phase II and Empire Avenue – Brown Street to 100M West projects, and increase the Empire Avenue project budget by \$180,000;

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

6.4 2025 Operating Budget Q3 Financial Status Update

22 - 26

Report 370-2025-Corporate Services-Finance providing the Finance and Administration Standing Committee with updated variance projections for the 2025 fiscal year, for information.

7. New Business

8. Adjournment



Finance & Administration Standing Committee Meeting Minutes

Tuesday, October 14, 2025, 4:31 p.m.

S.H. Blake Memorial Auditorium

Present: Mayor Ken Boshcoff
Councillor Albert Aiello
Councillor Mark Bentz
Councillor Brian Hamilton
Councillor Michael Zussino

Officials: Jeff Walters, Manager- Legislative Services & Deputy City Clerk
John Collin, City Manager
Patty Robinet, City Solicitor
Keri Greaves, Commissioner - Corporate Services & City Treasurer
Matthew Miedema, Acting Commissioner - Infrastructure & Operations
Krista Power, Director - Legislative Services & City Clerk
Dana Earle, Director - Customer Service
Andrea Morrison, Director - Finance
Katie Piché, Council & Committee Clerk

1. Finance and Administration Standing Committee in the S.H. Blake Memorial Auditorium (Council Chambers)

Chair: Councillor Mark Bentz

2. Land Acknowledgement

Councillor Albert Aiello provided a land acknowledgement.

3. Disclosures of Interest

4. Confirmation of Agenda

MOVED BY: Councillor Michael Zussino

SECONDED BY: Mayor Ken Boshcoff

WITH RESPECT to the October 14, 2025 Finance and Administration Standing Committee meeting, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

5. Deputations

5.1 Request for Exemption - Animal Keeping By-law

Correspondence received from Lisa Parent, dated September 15, 2025 requesting to provide a deputation relative to requesting an exemption to the Animal Keeping By-law.

Additional material, including letters of support received from deputant Lisa Parent relative to the Request for Exemption - Animal Keeping By-law was distributed separately on Friday, October 10, 2025.

Memorandum from Commissioner-Corporate Services Keri Greaves, dated October 3, 2025, relative to the request for exemption to the Animal Keeping By-law.

Dane Parent, Lyana Parent and Bobbie-Sue Caratti appeared before Committee, provided a deputation and responded to questions.

Referral - Request for Exemption - Animal Keeping By-law

MOVED BY: Councillor Brian Hamilton

SECONDED BY: Councillor Michael Zussino

WITH RESPECT to the deputation from Dane Parent and Bobbie-Sue Caratti requesting an exemption to the animal keeping By-law 120-1983, we recommend that Administration report back to City Council relative to the exemption of ball pythons;

AND THAT Administration report back on or before Q2 2026.

CARRIED

6. Minutes of Previous Meetings

Minutes of Finance and Administration Standing Committee, held on September 9, 2025, for information.

7. Reports of Administration

7.1 Art Gallery Additional Contribution

At the August 25, 2025 Committee of the Whole meeting, a resolution was passed referring the Art Gallery's request for additional funding back to Administration, and recommending that Administration report back by the end of October 2025 with information on timelines, financial impacts, recommended funding sources, and how the funds could be released if approved.

Report 295-2025-Corporate Services requesting endorsement of the Standing Committee relative to the new Thunder Bay Art Gallery facility and the capital costs associated with construction.

MOVED BY: Councillor Brian Hamilton

SECONDED BY: Mayor Ken Boshcoff

WITH RESPECT to Report 295-2025-Corporate Services, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT an additional \$2.5 million be allocated to the Thunder Bay Art Gallery for the capital costs associated with construction of the new Art Gallery facility;

AND THAT the sources of financing for this additional contribution be as follows:

Municipal Accommodation Tax Reserve Fund \$0.75 million

Municipal Accommodation Tax Reserve Fund \$0.50 million (2026 Budget)

Renew Thunder Bay Reserve Fund \$1.25 million;

AND THAT the release of any additional municipal funding be conditional upon confirmation of all other funding sources required to achieve partial opening;

AND THAT the Mayor and City Clerk be authorized to sign the funding agreement and any subsequent agreements or amendments between The Corporation of the City of Thunder Bay and Thunder Bay Art Gallery relative to this project;

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

LOST

A revote was requested.

MOVED BY: Councillor Brian Hamilton

SECONDED BY: Mayor Ken Boshcoff

WITH RESPECT to Report 295-2025-Corporate Services, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT an additional \$2.5 million be allocated to the Thunder Bay Art Gallery for the capital costs associated with construction of the new Art Gallery facility;

AND THAT the sources of financing for this additional contribution be as follows:

Municipal Accommodation Tax Reserve Fund \$0.75 million

Municipal Accommodation Tax Reserve Fund \$0.50 million (2026 Budget)

Renew Thunder Bay Reserve Fund \$1.25 million;

AND THAT the release of any additional municipal funding be conditional upon confirmation of all other funding sources required to achieve partial opening;

AND THAT the Mayor and City Clerk be authorized to sign the funding agreement and any subsequent agreements or amendments between The Corporation of the City of Thunder Bay and Thunder Bay Art Gallery relative to this project;

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

At the request of the Chair, Councillor Albert Aiello assumed the chair.

Amendment - Art Gallery Additional Contribution

MOVED BY: Councillor Mark Bentz

SECONDED BY: Mayor Ken Boshcoff

WITH RESPECT to Report 295-2025-Corporate Services, we recommend that the \$1.25 million contribution from Renew Thunder Bay Reserve Fund be removed.

LOST

Councillor Mark Bentz resumed the Chair.

Original Resolution - Art Gallery Additional Contribution

MOVED BY: Councillor Brian Hamilton

SECONDED BY: Mayor Ken Boshcoff

WITH RESPECT to Report 295-2025-Corporate Services, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT an additional \$2.5 million be allocated to the Thunder Bay Art Gallery for the capital costs associated with construction of the new Art Gallery facility;

AND THAT the sources of financing for this additional contribution be as follows:

Municipal Accommodation Tax Reserve Fund \$0.75 million

Municipal Accommodation Tax Reserve Fund \$0.50 million (2026 Budget)

Renew Thunder Bay Reserve Fund \$1.25 million;

AND THAT the release of any additional municipal funding be conditional upon confirmation of all other funding sources required to achieve partial opening;

AND THAT the Mayor and City Clerk be authorized to sign the funding agreement and any subsequent agreements or amendments between The Corporation of the City of Thunder Bay and Thunder Bay Art Gallery relative to this project;

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

LOST

7.2 Request from Thunder Bay Community Auditorium Reserve Fund

Report 321-2025-Corporate Services-Finance requesting endorsement of the Standing Committee relative to the Thunder Bay Community Auditorium Capital Reserve Fund.

MOVED BY: Councillor Albert Aiello

SECONDED BY: Councillor Brian Hamilton

WITH RESPECT to Report 321-2025-Corporate Services-Finance, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT \$119,627 be reimbursed to the Thunder Bay Community Auditorium Inc. for eligible capital repair costs, to be funded from the Thunder Bay Community Auditorium Capital Reserve Fund;

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

CARRIED

7.3 Terms of Reference - Inter-Governmental Affairs Committee

Report 300-2025-City Manager's Office-Office of the City Clerk requesting endorsement of the Standing Committee relative to the terms of reference for the Inter-Governmental Affairs Committee.

MOVED BY: Mayor Ken Boshcoff

SECONDED BY: Councillor Michael Zussino

WITH RESPECT to Report 300-2025-City Manager's Office-Office of the City Clerk, we request endorsement of the Standing Committee to forward the following recommendation to City Council:

WE RECOMMEND THAT the Terms of Reference for the Inter-Governmental Affairs Committee, as appended to this report as Attachment A, be approved;

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

CARRIED

8. Petitions and Communications

8.1 Project Initiation - Centralized Customer Service

Memorandum from Director-Customer Service Dana Earle dated September 12, 2025 relative to the project initiation of the City of Thunder Bay's Centralized Customer Service.

Director-Customer Service Dana Earle provided a PowerPoint presentation relative to the project initiation of the City of Thunder Bay's Centralized Customer Service and responded to questions.

9. Adjournment

The meeting adjourned at 6:31 p.m.

Standing Committee Report

REPORT NUMBER 368-2025-Corporate Services-Finance

DATE

PREPARED

November 10, 2025

FILE

STANDING

COMMITTEE

November 25, 2025

MEETING DATE

SUBJECT

Thunder Bay Community Tennis Centre - Update

PURPOSE

For information of Standing Committee – Finance & Administration

EXECUTIVE SUMMARY

This report provides additional information to the Finance & Administration Standing Committee related to the deputation from the Thunder Bay Community Tennis Centre (TBCTC). TBCTC has requested additional financial support from the City to address a projected shortfall of approximately \$630,000 to complete construction of the indoor tennis facility.

Administration does not recommend that the City increase its financial contribution to the project at this time. Similarly, Administration does not support the early release of the next milestone payment before it has been achieved. Neither request is aligned with prudent financial management. In order to help inform the Finance & Administration Standing Committee, Administration has identified several potential funding sources, however none are aligned with addressing this shortfall.

If the Finance & Administration Standing Committee wishes to advance a recommendation for City Council consideration, it is the position of Administration that a promissory note/loan, up to \$630,000, backed by the Stabilization Reserve, with repayment commencing within two years of signing would be an acceptable option. A promissory note/loan would support the completion of the tennis centre project while safeguarding the City's ability to recover its contribution, unlike a direct contribution.

Risks associated with the promissory note/loan option include potential repayment challenges, reputational considerations, and diminished financial flexibility for the City. These risks must be weighed against the broader benefits of supporting the TBCTC's indoor tennis facility.

KEY CONSIDERATIONS

In 2019, City Council approved up to \$1.5 million be provided to the Thunder Bay Community Tennis Centre (TBCTC) towards the construction of an air-supported structure at Chapples Park. The source of financing was the Stabilization Reserve and was contingent on the TBCTC confirming full project funding.

In November 2024, the Funding Agreement between the City and TBCTC was finalized. At that time, the total project budget was approximately \$4.1 million. The Agreement outlines payment terms for the City's \$1.5 million contribution as follows:

- 50% (less 10% holdback) payable at signing of the Agreement and confirmation of signed Lease Agreement.
- 50% (less 10% holdback) payable at confirmation of substantial completion as defined by the *Construction Act*.
- Release of the total holdback at confirmation of occupancy and submission of an updated capital cost statement and provided that any liens have expired or been satisfied, discharged, or otherwise provided for.

This approach was intended to safeguard the City's interests and facilitate the advancement of the TBCTC project.

TBCTC has informed City Administration that the estimated cost to complete the project has increased to \$4.95 million and has requested additional financial support. Confirmed funding sources total \$4.32 million, resulting in a budget shortfall of \$0.63 million. TBCTC is continuing to pursue external grant funding and support from donors to help mitigate this shortfall.

TBCTC has also shared that it is experiencing cash flow pressure and has requested that the City release the next milestone payment prior to substantial completion.

Additional Contribution Request

In general, Administration does not recommend providing additional funding to projects led by external organizations when costs exceed the original budget. However, to assist the Standing Committee in determining whether it wishes to take a position on additional funding for consideration by City Council, Administration has identified potential funding options.

It should be noted that the intended purpose for the following reserves and reserve funds, as set out in the Reserve and Reserve Fund Policy 05-01-08 and Consolidated Reserve Fund By-law 220-2023, do not align with addressing the TBCTC project budget overage. However, City Council has the authority to approve their use as funding sources, "notwithstanding" the provisions of the applicable Policy or By-law.

Stabilization Reserve

Although the Stabilization Reserve was the source of funding for the original \$1.5 million contribution, in accordance with the Reserve and Reserve Fund Policy 05-01-08 the purpose of the reserve is to provide for year-to-year variances in the tax-supported operating budget. Accordingly, using it to offset the TBCTC project budget overage would not be consistent with the reserve's stated intent under the policy. The current estimated uncommitted balance in the Stabilization Reserve is \$10.1 million which is at the low end of the target balance (4% of previous year's levy).

Municipal Accommodation Tax (MAT) Reserve Fund

In accordance with the Reserve Fund By-law 220-2023, withdrawals from the Municipal Accommodation Tax Reserve Fund are limited to Corporation projects/programs that promote tourism and benefit residents and visitors. This may not directly align with the primary function of the indoor tennis facility. Also, the current estimated uncommitted balance in the MAT Reserve Fund is currently only \$118,000 so any contribution would have to be included in the 2026 budget for City Council consideration.

Renew Thunder Bay Reserve Fund.

In accordance with the Reserve Fund By-law 220-2023, withdrawals are limited to projects that meet the following criteria:

1. Provide economic growth/benefits to the City including direct and indirect job creation.
2. Be aligned with Federal and Provincial funding/economic stimulus programs resulting in the Corporation's contribution being highly leveraged (i.e. City share not to exceed 50% of total capital cost on an individual project basis).
3. Provide community synergies and promote community partnership opportunities.
4. Be distinct from projects included in the Corporation's existing asset management plans.
5. Improve the quality of life on a City-wide basis.
6. Be highly visible and broadly supported by the community.
7. Be affordable to Thunder Bay taxpayers in terms of both the initial capital investment and impact on future operating budgets.

This also may not align with the primary function of the indoor tennis facility. The current uncommitted balance in the Renew Thunder Bay Reserve Fund is approximately \$6.9 million.

Promissory Note/Loan

Another potential option could be to provide a promissory note/loan to TBCTC. However, any loan would still need to be backed by an identified financing source.

While the Stabilization Reserve could be considered the closest option, a loan to TBCTC is not aligned with the intended purpose of the reserve.

Loan repayment costs may also create additional pressure on TBCTC's operating budget. Consideration could be given to delaying repayment for a period (e.g., two years) to allow the facility to open and establish stable operations. This would be an unsecured loan, meaning the City would have limited recourse if TBCTC is unable to repay.

However, if operational revenues and fundraising efforts do not meet TBCTC's projections, the City could face challenges in collecting the balance of the loan. Any requirement to enforce repayment or potentially impact facility operations could be perceived negatively by the community and other stakeholders. In the event the City cannot collect the outstanding loan balance, it would negatively affect the Stabilization Reserve, which is designed to safeguard the City against unanticipated unfavourable variances.

Request to Advance Milestone Payment

The City's contribution to the TBCTC project was structured with milestone-based payments to mitigate financial risk. Most of the project's other funders are also withholding partial funds based on their own milestone funding agreements. Releasing the next payment prior to substantial completion would reduce the City's risk protection, particularly given the current budget shortfall.

City Council may choose to direct Administration to amend the Funding Agreement if it wishes funding to be released earlier, recognizing the associated financial risks.

Administration continues to support the TBCTC project and recognizes its value to the community. At the same time, it is essential to maintain fiscal prudence and safeguard the City's financial position. Given the limited funding options available and associated risks, Administration is not able to recommend an additional financial contribution to address TBCTC's budget shortfall or early funding release to address TBCTC's cashflow pressures at this time.

FINANCIAL IMPLICATION

The TBCTC has identified a project shortfall of approximately \$630,000 although they are pursuing additional external grants as well as contributions from donors to mitigate this amount.

Administration does not recommend the City increase its financial contribution to the project.

BACKGROUND

The Recreation and Culture Facilities Master Plan “Fit Together” (R152/2016) in January 2017 acknowledged the development of an indoor tennis facility as a near term priority in support of the Plan’s goals to promote active recreation for all ages and abilities, especially during winter months given the anticipated decommission of the ‘College Bubble’. The erection of an air-supported structure over the Club’s existing courts was identified as a potential solution, subject to a detailed review of the draft capital and operating plans. The Plan contemplates that the facility would be developed through partnerships.

The Chapples Park Master Plan (R48/2017) supported the development of a multi-use indoor sports hub at this site as a phase 2/medium term priority (6 to 10 years) that could accommodate indoor turf and/or indoor court sports.

As part of 2018 budget deliberations and in response to a deputation from the Thunder Bay Community Tennis Centre, Council allocated a capital budget of up to \$20,500 to support the development of a Business Case/Feasibility Study for Indoor Tennis (Council Authority Amended Budget Resolution – R1/2018 – February 5, 2018).

Council approved a resolution on October 7, 2019 from the Multi-Use Indoor Sports Facility Committee that a potential of up to \$1.5 million be provided to the Thunder Bay Community Tennis Centre to work in partnership with the City of Thunder Bay on the creation of an air supported structure at Chapples Park. The City’s financial support is subject to confirmation of total project funding, due diligence review of the business plan, and future budget approval by Council. The proposed source of funding for the Project is the Stabilization Reserve Fund. Any agreements between the parties are to be created in form and content satisfactory to the City Solicitor and the City Treasurer and the Mayor and City Clerk be authorized to sign any agreements relative to the Project.

In March 2022, the Thunder Bay Community Tennis Centre made a deputation to City Council, proposing a new project concept based on successful funding grants from Fednor, NOHFC and Tennis Canada. The Thunder Bay Community Centre requested access to lands located northwest of the existing seasonal facility to erect an air supported structure for 6 indoor courts and related amenities.

On April 4, 2022, Council received an administrative update on the proposed indoor racquet facility, seeking Council direction in respect of the proposed siting of the facility within Chapples Park (R 27/2022). Council directed Administration to report back by May 9, 2022, through consultation with the Thunder Bay Community Tennis Centre, on the available capital, operating and development costs budget associated with the various site options.

In May 2022, Council approved the Thunder Bay Community Tennis Centre’s preferred location for the proposed indoor facility on City lands located northwest of the existing

seasonal tennis facility and Administration was directed to amend existing agreement or to enter into any new agreements required between the parties relative to this project. Between May 2022 and March 2023, Administration and the Thunder Bay Community Tennis Centre finalized the necessary access agreement, and the related work was completed by the Thunder Bay Community Tennis Centre in order to relocate the sliding hill to accommodate their new location for their proposed indoor facility.

In October/November 2024, the Lease, Municipal Capital Facility Agreement, and Funding Agreement were fully executed.

REFERENCE MATERIAL ATTACHED

None.

REPORT PREPARED BY

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

REPORT SIGNED AND VERIFIED BY

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

Date 11/18/2025 (MM/DD/YEAR)

Hello,

Please note the following response to Speak to City Council has been submitted at Thursday October 30th 2025 4:06 PM with reference number 2025-10-30-016.

- **What would you like to speak to Council about:**
Thunder Bay Community Tennis Centre Rogers Dome
- **Is this an item scheduled on a current agenda?:**
No
- **Provide as much information as you can about the matter you would like to speak to:**
Update council on the current status of the project.
- **Provide specific actions you would like Council to take:**
Review the status of the facility including our current funding.
- **Have you already been in contact with City staff in regards to the subject matter of your deputation request?**
Yes
- **Who did you speak to in City Administration? What was the outcome?**
Kelly Robertson, John Collin, Keri Greaves, Kristie Sinclair, Andrea Morrison. We are all working together to facilitate the opening of the bulding,
- **Please select the date of the meeting:**
Standing Committee - Tuesday, November 25 2025
- **Please choose**
Mr
- **First name:**
Jamie
- **Last name:**
Grieve
- **Email:**
contact@thunderbaytennis.com
- **Phone:**
(807) 473-7267
- **Organization you represent: (optional)**
Thunder Bay Community Tennis Centre

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

[This is an automated email notification -- please do not respond]

Standing Committee Report

REPORT NUMBER 262-2025-Growth-Development Services		
DATE PREPARED	October 1, 2025	FILE
STANDING COMMITTEE MEETING DATE	November 25, 2025	
SUBJECT	Building Faster Fund and Housing Accelerator Fund Funding Reallocation	

PURPOSE

WITH RESPECT to Report 262-2025-Growth-Development Services, we request endorsement of the Standing Committee to forward the following recommendations to City Council:

WE RECOMMEND THAT Appropriation No. 20-2025 be approved to reallocate Building Faster Fund and Housing Accelerator Fund funding between the Burwood Road Network Expansion Phase II and Empire Avenue – Brown Street to 100M West projects, and increase the Empire Avenue project budget by \$180,000;

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

EXECUTIVE SUMMARY

This Report recommends that Council approve a change in the funding authority for two approved capital projects (Burwood Road Network Expansion Phase II and Empire Avenue – Brown Street to 100M West) and increase the budget for the Empire Avenue project by \$180,000. These projects will close gaps in servicing, thereby unlocking City-owned and private lands for housing development to support the Provincial Housing Target of 2,200 permitted homes by 2031.

Appropriation No. 20-2025 reallocates budgeted Building Faster Fund (BFF) funding to the Burwood Road project, thereby reducing the Housing Accelerator Fund (HAF) commitment, and increases the BFF allocation for the Empire Avenue project.

KEY CONSIDERATIONS

On June 6, 2025, the City of Thunder Bay received an allocation notice from Minister Robert Flack – MMAH confirming the City's eligibility to receive up to \$880,000 in total funding through the BFF in 2025 due to exceeding the Provincially assigned housing target by 143%. This funding was included in the 2025 Capital Budget (estimate of \$870,890) and allocated to HAF initiatives.

The City entered into a Transfer Payment Agreement (TPA) with MMAH in June 2024 prior to receiving the BFF allocation for Program Year 1 (\$870,890). These funds were budgeted through the 2025 Capital Budget to support the following approved projects:

- **Empire Avenue – Brown Street to 100M West (\$400,000).** Design and construction of 100m road extension to an existing urban street. Will support a minimum of 60 units.
- **Interocean Development (\$470,890).** Design and construction of 650m of new watermain, storm, and sanitary sewers from Amber Drive west then north to Central Avenue. Will enable the development of 1,260 units by project completion.

To receive the BFF allocation for Program Year 2, the City was required to submit the amended TPA and complete and submit an Investment Plan (IP) to demonstrate how funding will be used. The TPA and IP were signed by the Mayor and Deputy City Clerk and submitted on June 19, 2025, and July 31, 2025, respectively. The IP was approved by the province on September 26, 2025.

The IP was developed based on the approved strategy included in Report 263-2023 – 2023 Ontario Housing Pledge and the Housing Accelerator Action Plan. In addition to the capital projects listed above, the IP includes the following project:

- **Burwood Road Network Expansion Phase II.** Design and construction of municipal sanitary sewer and water extension along Burwood Road to Oliver Road. The private and public lands can accommodate over 3,000 units.

The Burwood Road capital project was approved through the 2025 Capital Budget, with \$720,900 allocated from the HAF. The Burwood Road capital project is eligible for the BFF, as such \$700,000 in BFF Program Year 2 funding has been allocated to this project to offset the HAF commitment. This will allow for \$700,000 to be available for other HAF eligible expenses.

The remaining funds will be allocated to the Empire Avenue project, increasing the BFF funding from \$400,000 to \$580,000. Pre-construction estimates came in higher than anticipated and this additional funding will allow the project to proceed in 2026.

FINANCIAL IMPLICATION

Administration is recommending that Appropriation No. 20-2025 be approved to establish an additional funding source and reduce the HAF commitment for the Burwood Extension Phase II capital project and increase the amount of BFF funding for the Empire Avenue Road Extension.

BACKGROUND

On June 11, 2025, the City was notified that it surpassed its provincially assigned housing target for 2024 by 143% and would be eligible to receive \$880,000 through the BFF. The TPA was amended in June 2025 and the Investment Plan was submitted by the July 31, 2025 deadline.

On April 4, 2024, the Premier visited Thunder Bay and announced that the City would receive \$870,890 through the BFF for surpassing its provincially assigned housing target for 2023. The City entered into a TPA with MMAH in June 2024 and the Investment Plan was approved on August 13, 2024.

At the October 23, 2023, Committee of the Whole Meeting, Council approved the recommendation in Report 236-2023 – 2023 Ontario Housing Pledge, approving the City of Thunder Bay's Housing Pledge and strategy to achieve 2,200 homes by 2031, and delegated signing authority to the Mayor and City Clerk on all documentation related to these matters.

REFERENCE MATERIAL ATTACHED

Attachment A – Appropriation No. 20-2025

REPORT PREPARED BY

Summer Stevenson, Project Manager – Development Services

REPORT SIGNED AND VERIFIED BY

Kerri Marshall, Commission - Growth

Date (11/15/2025)

		The City of Thunder Bay		DATE: 2025-09-11			
DEPARTMENT: Growth		REQUEST FOR APPROPRIATION CHANGE					
DIVISION: Development Services		REQUEST FOR ADDITIONAL APPROPRIATION		x			
				20-2025			
				APPROP NO.			
WBS ELEMENT		DESCRIPTION	BUDGET AVAILABLE	INCREASE	DECREASE	ADMIN USE	
						IM Position	Fund Code
IOT-RDS-250004-RN-04-1		Burwood Extension Phase II (HAF)	720,900		700,000	5.5.3	178
GRO-DEV-250002-PL-05-2		Housing Accelerator-178(HAF)	5,196,000	700,000		9.1.2	178
GRO-DEV-250002-PL-05-1		Housing Accelerator-175 (BFF)	870,900		870,900	9.1.2	175
IOT-RDS-250004-RN-04-2		Burwood Extension Phase II (BFF)		700,000		5.5.3	175
IOT-RDS-250004-RN-03-3		Empire - Brown-100m (BFF)	400,000	180,000		5.5.3	175
		Building Faster Fund			9,100		175
				1,580,000	1,580,000		
EXPLANATIONS/REASONS: Funding awarded under the Building Faster Fund (BFF). These funds are to be used for the initiatives outlined in Schedule D of the BFF contribution agreement. See Corporate Report 262-2025			EFFECT ON LEVEL OF SERVICE: DECREASE INCREASE x MAINTAINED				
			DATE: September 23, 2025 RECOMMENDED/APPROVED Keri Greaves Keri Greaves COMMISSIONER & CITY TREASURER John Collin John Collin CITY MANAGER				
PREPARED BY: Cathy Wood		VERIFIED BY		COMMITTEE OF THE WHOLE			
REVIEWED BY: Kerri Marshall		FINANCE: Laurie Fors		APPROVED			
Kerri Marshall, Commissioner		Laurie Fors, CPA, CGA		NOT APPROVED			
Growth		Supervisor, Budget & Capital Programs		DATE:			
		Corporate Services - Finance Division					

Standing Committee Report

REPORT NUMBER 370-2025-Corporate Services-Finance

DATE

PREPARED

November 7, 2025

FILE

STANDING

COMMITTEE

November 25, 2025

MEETING DATE

SUBJECT

2025 Operating Budget Q3 Financial Status Report

PURPOSE

The purpose of this report is to provide the Finance & Administration Standing Committee with updated variance projections for the 2025 fiscal year. This report is presented for information only.

EXECUTIVE SUMMARY

On a quarterly basis, Administration reviews year-to-date revenues and expenditures and completes a forecast of the City's financial position to year-end. The forecast is compared to the 2025 approved budget and presented to City Council.

Based on projections and assumptions through to the end 2025, Administration is projecting a favourable variance of \$0.3 million for tax-supported operations, which represents 0.1% of the 2025 Municipal Tax Levy of \$241.7 million.

Within rate-supported operations, Administration is projecting a favourable variance of \$1.9 million to the end of the year. Any year-end variances within each rate program will be managed using the respective reserve funds in accordance with the Consolidated Reserve Fund By-law and the approved 2025 Budget.

KEY CONSIDERATIONS

At this time, Administration is projecting a favourable variance of \$0.3 million in the City's tax-supported operations for the 2025 year.

Variance reporting within each Department includes reviewing year-to-date actual results and projecting those results to year-end (December 31) with a focus on the impact of the cyclical and seasonal nature of certain business areas within the Corporation. The projected year-end revenues and expenses are compared to the approved 2025 Operating Budget and action plans are developed to deal with any significant unfavourable budget variances identified.

Vacancy Savings continue to be actively monitored and are trending in line with the budgeted target. Potential tariff related impacts are being monitored; however, based on 2025 operations to date, the overall financial impact is not anticipated to be significant.

Attachment 1 – Q3 Financial Status Update by Division presents the net budget, year-end forecast, and projected variances for the various Divisions. Explanations for significant variances, as noted in Attachment 1, are presented below:

Tax-Supported Operations

1. Corporate Revenues

Favourable variance of \$0.7 million forecasted in 2025 primarily due to higher penalties and interest on taxes and lower tax write-off requirements. The current forecast does not include any potential variance related to investment income on unrestricted funds, as the amount depends on cashflow and market rates which may change by year end. While Administration is anticipating a favourable variance, the final amount will be included in the Q4 variance report.

2. Revenue

Favourable variance of \$0.5 million forecasted in 2025, primarily in Personnel Services due to staff vacancies and higher than expected Fine revenue.

3. Municipal Child Care

Favourable variance of \$0.5 million forecasted in 2025, primarily in Personnel Services related to vacancies and favourable revenues which included one-time funding.

4. Long Term Care and Senior Services

Favourable variance of \$0.9 million forecasted in 2025, primarily in Personnel Services related to vacancies and favourable revenues which included one-time funding.

5. Superior North Emergency Medical Services (SNEMS)

Favourable variance of \$0.4 million forecasted in 2025 primarily in Personnel Services due to staff vacancies. The favourable variance is partially offset by higher Contracted Services and lease costs of new facilities.

6. Roads

Unfavourable variance of \$0.4 million forecasted in 2025, primarily in Rents & Financial expense due to higher than budgeted equipment rental costs earlier in the year, partially offset by vacancy savings in Personnel Services.

7. Corporate Expenditures

An unfavourable variance of \$2.1 million is forecasted for 2025. Each year, Administration includes a vacancy allowance in the Budget based on historical trends. For 2025, a \$2.8 million allowance was budgeted at the Corporate Expenditure level, as it is not possible to predict which Divisions will experience vacancies. Since the actual vacancy savings are reflected within each Division's results as noted above, the Corporate Expenditure level allowance appears here as an unfavourable variance. This unfavourable variance is partially offset by lower-than expected construction financing costs.

Local Boards and Agencies

For the period ending September 30, 2025, the following variances have been identified:

Thunder Bay Police Services

An overall unfavourable variance of \$0.9 million is projected, primarily due to Personnel Services, Contracted Services related to overtime and equipment rentals for the ongoing landfill search. There is also an unfavourable variance in User Fees, due to lower than anticipated paid duty revenue. These unfavourable results are offset by favourable variances in Materials reflecting cost reductions achieved through the insourcing of vehicle maintenance, and in Contracted Services are due to negotiated savings with a vendor.

Police Services Board

An overall unfavourable variance of \$0.2 million is projected, primarily due to higher than anticipated Contracted Services costs.

Rate-Supported Operations

At this time, Administration is projecting a favourable variance of \$1.9 million in the City's rate-supported operations for the 2025 year. Any under or over expenditure in these programs results in a transfer to or from their respective reserve funds.

Rate-Supported Variances (\$M)			
Program	Budget Surplus Transfer to Reserve Fund	Projected Surplus Transfer to Reserve Fund	Variance F/(U)
Waterworks	\$ 8.1	\$ 8.7	\$ 0.6
Wastewater (Sewer)	\$ 4.9	\$ 6.0	\$ 1.1
Solid Waste (Landfill)	\$ 0.9	\$ 1.6	\$ 0.7
Boaters' Services	\$ 0.2	\$ 0.2	\$ 0.0
Parking	\$ 0.6	\$ 0.1	(\$ 0.5)

Total	\$14.7	\$16.6	\$ 1.9
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Explanations for significant variances are presented below:

- **Waterworks** Favourable variance of \$0.6 million forecasted in 2025 primarily in Personnel Services due to temporary staff vacancies during the year.
- **Wastewater (Sewer)**
Favourable variance of \$1.1 million forecasted in 2025 primarily in Personal Services due to temporary staff vacancies combined with lower than anticipated debt servicing costs.
- **Solid Waste (Landfill)**
Favourable variance of \$0.7 million forecasted in 2025 primarily due to revenues trending higher than budgeted.
- **Parking**
Unfavourable variance of \$0.5 million is forecasted for 2025, primarily due to lower-than-anticipated revenues resulting from the new complimentary parking initiative.

FINANCIAL IMPLICATION

There are no direct financial implications associated with this report.

BACKGROUND

The Operating Budget for the fiscal year January 1, 2025 to December 31, 2025 was approved by City Council on February 10, 2025.

REFERENCE MATERIAL ATTACHED

Attachment 1 – Q3 Financial Status Update by Division

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 11/16/2025 (MM/DD/YEAR)

Attachment 1
The City of Thunder Bay
2025 Q3 Financial Report Update by Division

	Budget	Actual	Variance F/(U)	Note
CORPORATE REVENUES (\$M)				
Tax Revenues	241.7	241.7	-	
Grants	41.1	41.1	-	
Other Revenues	32.3	33.0	0.7	1
TOTAL CORPORATE REVENUES	315.1	315.8	0.7	
EXPENDITURES (\$M)				
CITY SERVICES				
<u>Mayor and City Council</u>				
Mayor's Office	0.4	0.4	-	
City Council	0.9	0.9	-	
<u>City Manager's Department</u>				
City Manager's Office	0.7	0.8	(0.1)	
City Clerks	2.6	2.5	0.1	
Human Resources	5.4	5.4	-	
City Solicitor	1.6	1.7	(0.1)	
<u>Corporate Services</u>				
Administration	0.6	0.5	0.1	
Finance	2.0	1.9	0.1	
Revenue	1.6	1.1	0.5	2
Corporate Information Technology	4.9	4.7	0.2	
Internal Audit	0.3	0.2	0.1	
Licensing and Enforcement	1.7	1.4	0.3	
Supply Management	1.5	1.5	-	
<u>Community Services</u>				
Administration	0.4	0.3	0.1	
Arts and Heritage	3.1	3.1	-	
Central Support	1.7	1.7	-	
Child Care	1.1	0.6	0.5	3
Facilities	0.9	1.0	(0.1)	
Fleet	0.5	0.7	(0.2)	
Recreation and Culture	11.3	11.5	(0.2)	
Transit	15.2	15.2	-	
Long Term Care and Senior Services	6.0	5.1	0.9	4
Superior North EMS	13.9	13.5	0.4	5
<u>Infrastructure, Development, and Operations</u>				
Administration (including Central Support)	1.9	1.8	0.1	
Engineering and Operations	1.9	1.9	-	
Capital Facilities Construction	0.8	0.8	-	
Roads	18.0	18.4	(0.4)	6
Parks	9.8	10.1	(0.3)	
Solid Waste	8.6	8.4	0.2	
Thunder Bay Fire Rescue	39.4	39.2	0.2	
<u>Growth</u>				
Administration	0.6	0.7	(0.1)	
Corporate Communication & Community Engagement	0.5	0.5	-	
Development Services	2.9	2.6	0.3	
Strategic Initiative and Engagement	2.9	2.9	-	
<u>Corporation Expenditures</u>				
General	32.3	34.4	(2.1)	7
SUBTOTAL CITY SERVICES	198.0	197.4	0.5	
LOCAL BOARDS AND AGENCIES				
The District of Thunder Bay Social Services Administration Board	18.6	18.6	-	
Thunder Bay District Health Unit	3.0	3.0	-	
Lakehead Region Conservation Authority	1.8	1.8	-	
Police Services Operations	59.4	60.3	(0.9)	
Police Services Board	0.9	1.1	(0.2)	
Thunder Bay Public Library	7.2	7.2	-	
Community Economic Development Commission	3.1	2.8	0.3	
Business Improvement Areas	0.2	0.2	-	
Victoriaville Centre	0.3	0.4	(0.1)	
SUBTOTAL LOCAL BOARDS AND AGENCIES	94.5	95.4	(0.9)	
CAPITAL OUT OF REVENUE	22.6	22.6	-	
TOTAL EXPENDITURES	315.1	315.5	(0.4)	
FAVOURABLE/(UNFAVOURABLE)	-	0.3	0.3	