

- Q O Q V Ù „ I “ [

“ ô Ù : X U : X Í e : 2 Ù : Ù e ô Ù e ... Ù :

„ í \ \ ô î Ù æ ... Ù † ô \ : + j e : 2 Ù b

Contents

2026-27 CAPITAL BUDGET	3
FUNDING THE CAPITAL BUDGET	4
Tax Levy	5
Grants.....	6
Debentures and Internal Loans	8
Developer Contributions.....	9
Reserve and Reserve Funds	9
ASSET MANAGEMENT PLAN	11
TRANSPORTATION SERVICES	12
Roads	12
Bridges and Culverts.....	33
-ç ç ç -ç Z ç 	36
Engineering	44
ENVIRONMENTAL SERVICES	46
Waterworks.....	46
Wastewater	55
Stormwater Management	63
Solid Waste and Diversion	65
I ç 	69
PROTECTIVE SERVICES	74
Thunder Bay Fire Rescue.....	74

Thunder Bay Police Service	78
PARKS, RECREATION, AND NEIGHBOURHOOD SERVICES	83
Parks and Open Spaces	83
Arenas, Stadia, and Aquatics	90
Community and Cultural Spaces.....	95
Thunder Bay Public Library.....	97
Parking.....	99
Transit Services	102
SOCIAL AND HEALTH SERVICES.....	105
Long-Term Care – Pioneer Ridge	105
Child Care.....	109
Housing	111
Superior North EMS	113
CORPORATE INITIATIVES AND OPERATIONAL SUPPORT	117
r ç z ç Oç	117
Initiatives and Support	121
CAPITAL OUTLOOK	125
Longer-Term Capital Forecast	125

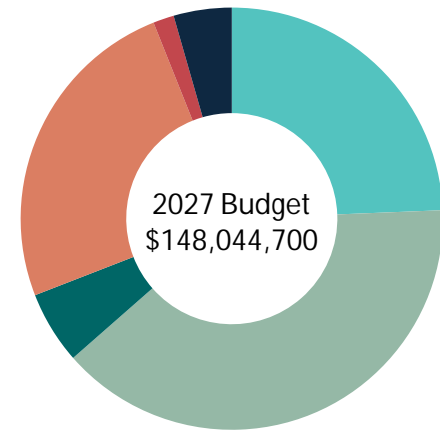
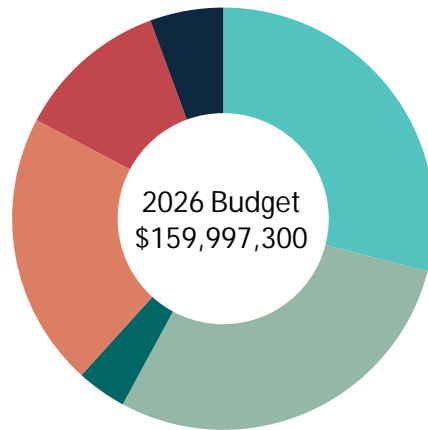
2026-27 CAPITAL BUDGET

The 2026-27 capital budget is \$159,997,300, an increase of \$11,952,600 from the 2025-26 budget of \$148,044,700. This increase is primarily due to the timing of several one-time projects in 2026, including the completion of the new City Hall and the new Police Station. The 2027 budget is \$148,044,700, which is the same as the 2025-26 budget. This is due to the completion of the one-time projects in 2026 and the continuation of ongoing infrastructure renewal projects in 2027.

- € Improves the ability to align investments with long-term strategic goals;
- € Enhances predictability in project delivery;
- € A
- € I

The key areas of capital spending are:

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



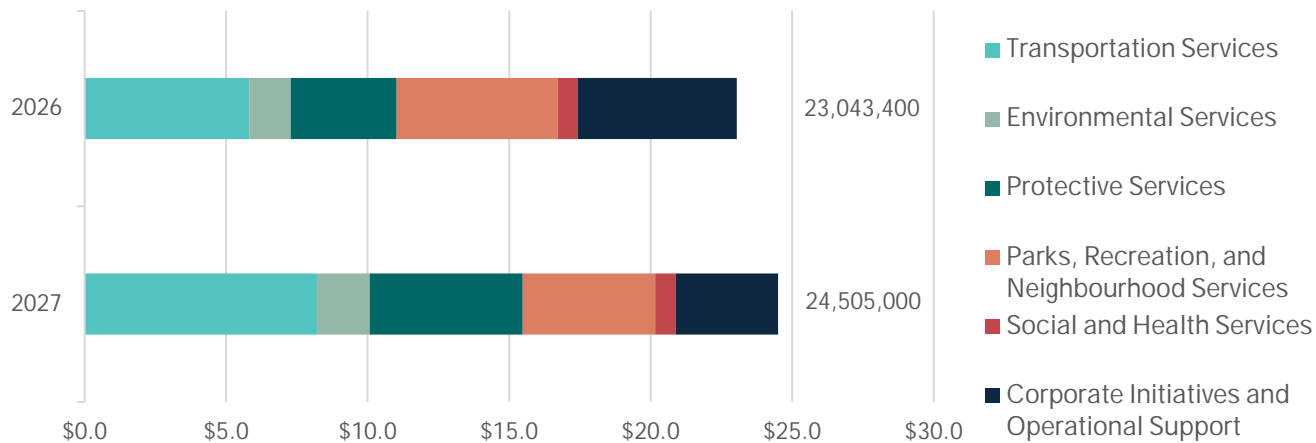
Planned capital spending in 2026 is higher than in 2027, largely due to the timing of several one-time projects. Aside from these, the City's ongoing investment in infrastructure renewal remains stable over the two-year plan.

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 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



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 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, 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)

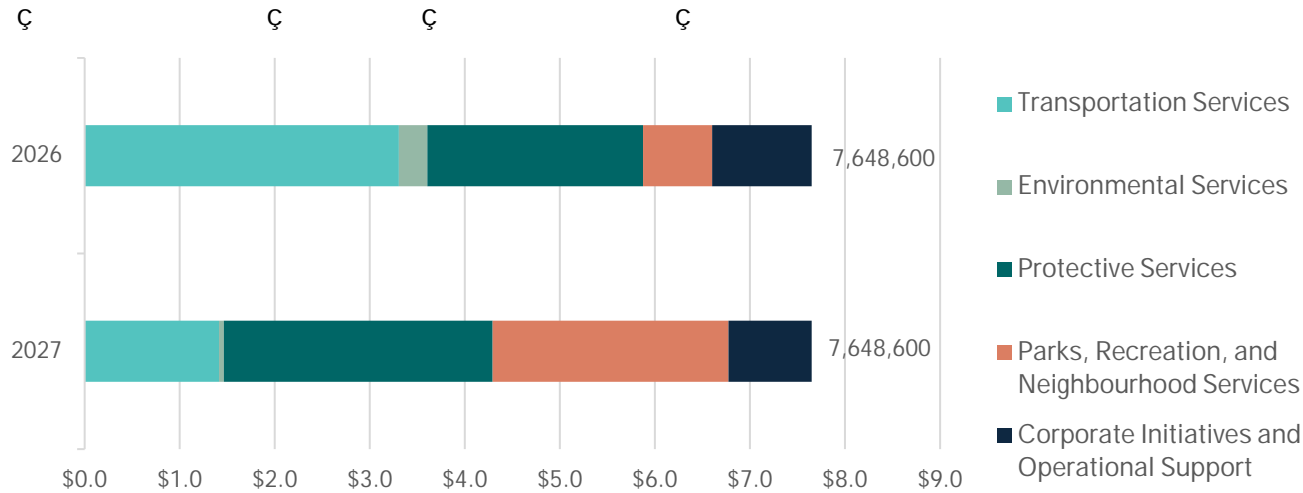
The ICIP is a federal program that provides long-term, application-based funding to help communities reduce air and water pollution, provide clear water, increase resilience to climate change, and create a clean-growth economy. Investments in infrastructure are made Community, Culture and Recreation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

Debentures and Internal Loans

The Capital Budget includes \$41,910,500 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 budget. The regular tax-supported debenture total for both 2026 and 2027 is \$7,648,600.



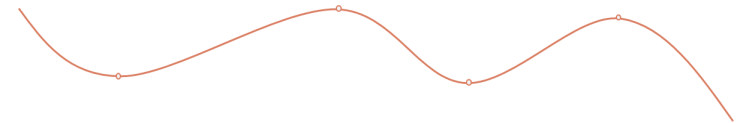
The plan also includes tax-supported Special Debentures of \$10,550,000 in each of 2026 and 2027 for the construction of a new Organics Processing Facility and \$10,000,000 in 2026 for the expansion of the Superior North EMS Headquarters. The EMS expansion will not be funded by the capital requirements and

Rate-Supported Debentures

The City's rate-supported programs have long-term capital requirements of \$9,000,000 in 2026 and \$248,900 in 2027. The rate-supported programs in 2026 include Boater Services (\$250,000), Waterworks (\$4,600,000) and 2027 include Boater Services (\$250,000), Waterworks (\$4,600,000), and Boater Services (\$250,000).

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 – I ç	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

TRANSPORTATION SERVICES



Roads

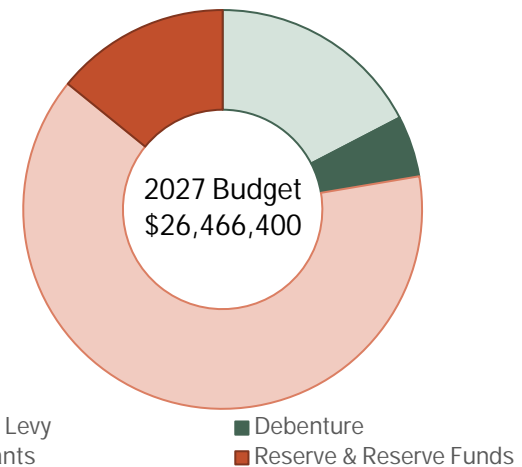
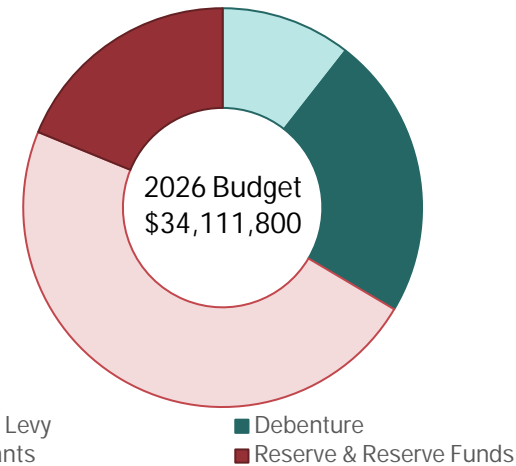
The City is responsible for maintaining and managing the network of public roads and related transportation infrastructure. The City ensures that roadways are safe, accessible, and well-maintained for vehicles, pedestrians, and cyclists.

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

Investments focus on renewing and rehabilitating pavement, intersections, and related 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.



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 - ç Z ç ç ç ç 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	3 ç ¥ Ę ç ç	-	559.7
Debt	3 ç ¥ Ę ç	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 ç -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	– ç ¥ ç – 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	3 ç ¥ È ç	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.

+ **O** : 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	3 i ç ¥ Wastewater)	1,000.0	
Debt	3 i ç ¥ È ç	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	3 (Wastewater)	700.0	



Martin Avenue – Ponderosa Drive to 180 Metres East

This project includes pavement resurfacing, stormwater improvements, and watermain looping to improve ç ç ç .

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	-	-	-	-	-

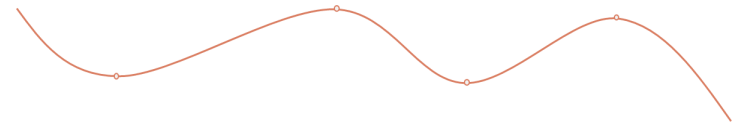
Funding	Description	2026 (\$000)	2027 (\$000)
Reserve Fund	Waterworks Reserve Fund	275.0	-
Grant	Canada Community-Building Fund	140.0	-
Other	Developer Contribution	100.0	-
	Total Grant & Other	240.0	-
Debt	Debenture (Tax Supported)	110.0	-



Luci Court -



ENVIRONMENTAL SERVICES



Waterworks

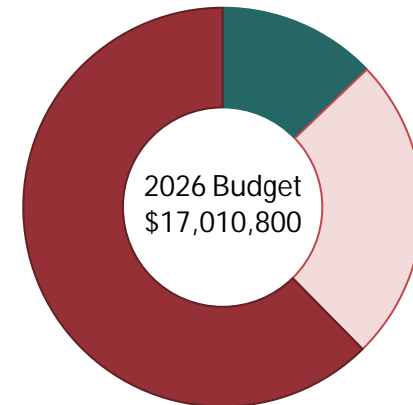
The City's rate-supported waterworks system provides clean, safe drinking water to residents. The Bare Point Water Treatment Plant (WTP) receives water from Lake Superior, processes it for safe use, and provides it through the City's extensive distribution system to homes and businesses. City Council approved the Water Authority's long-term 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.

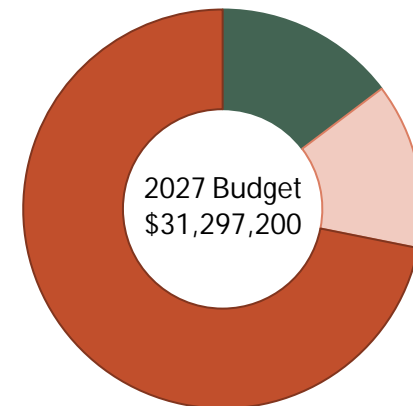
Link to the Asset Management Plan

<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 strategies outlined in the Asset Management Plan.



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



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

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.

+ O : Supports public health and the environment and compliance with provincial and/or federal regulations. Supports long-
 Ç Ç Ç Ç Ç Ç Ç Ç Ç Ç

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 watermains 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.

+ O 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

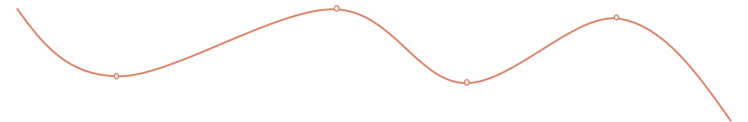
3 E ç

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	2 i ç s	-	-	-	-	-	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 -> r	-	-	-	-	-	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 E ç)	-	1,900.0



PROTECTIVE SERVICES



Thunder Bay Fire Rescue

Thunder Bay Fire Rescue (TBFR) is r

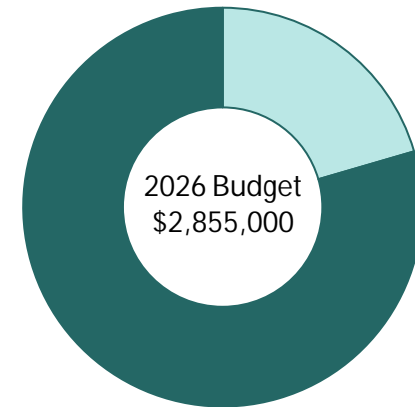
TBFR also provides tiered medical response, auto extraction, hazardous materials -space rescue. The team also leads the coordination of community emergency planning.

Link to the Asset Management Plan

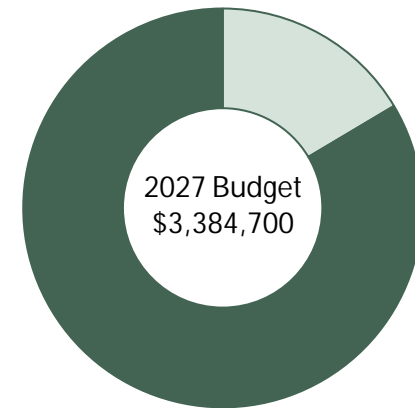
Asset Class	Average Age	Average Condition
Fire Facilities	36 years	Fair
Fire Vehicles	12 years	Fair
Fire Equipment	10 years	Poor*

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 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.



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



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

> - Ç Oç

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

+ O Supports long-term sustainability of the assets, safety and compliance, and in many cases improves energy

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.

+ O :- ¢ ¢ ¢ ¢ ¢ ¢ ¢ ¢ ¢ ¢ ¢ ¢
 exceeded their useful life.

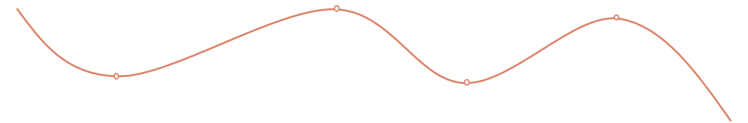
Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-FIR-0041-FR-002	Pumper/Rescue	1,110.0	-	-	-	1,110.0	690.0	-	-	-	690.0
IOT-FIR-0041-FR-003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





PARKS, RECREATION AND NEIGHBOURHOOD SERVICES



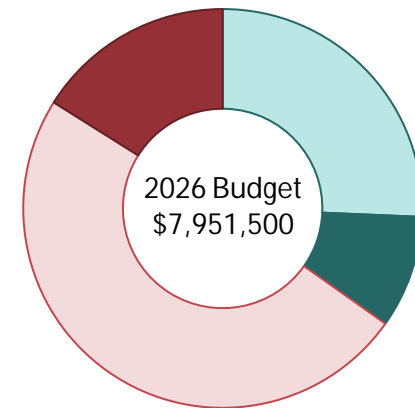
Parks and Open Spaces

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, courts, and winter rinks, the Centennial Botanical Conservatory, marina services, cemeteries, the Chapples and Strathcona golf courses, and the Trowbridge and Chippewa campgrounds.

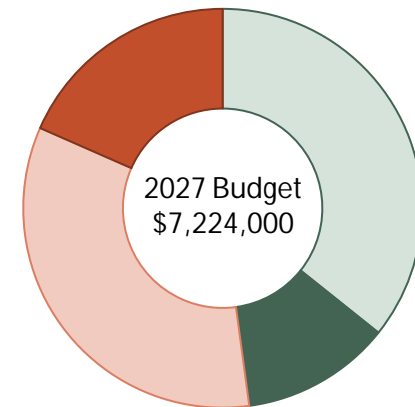
Link to the Asset Management Plan

<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
■ Grant & Other
■ Debuture
■ Reserve & Reserve Funds



■ Tax Levy
■ Grants
■ Debuture
■ 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.

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

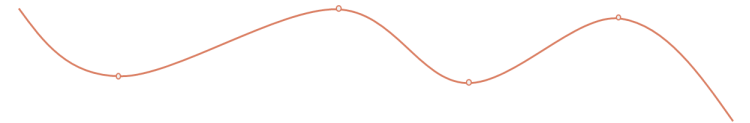
Project Number	Project Name	2026					2027				
		Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)	Gross Cost (\$000)	Reserve Fund (\$000)	Tax Levy (\$000)	Grant (\$000)	Debt (\$000)
IOT-PKS-0001-GP-001	Lighting and Electrical	200.0	-	200.0	-	-	200.0	-	200.0	-	-
IOT-PKS-0001-GP-002	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





SOCIAL AND HEALTH SERVICES



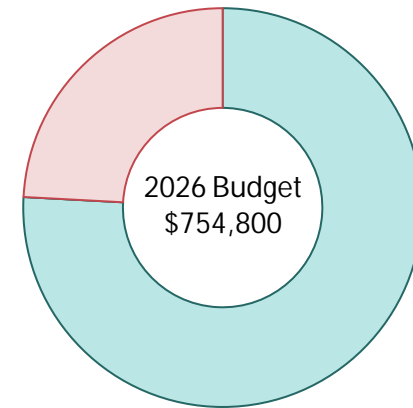
Long-Term Care – Pioneer Ridge

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.

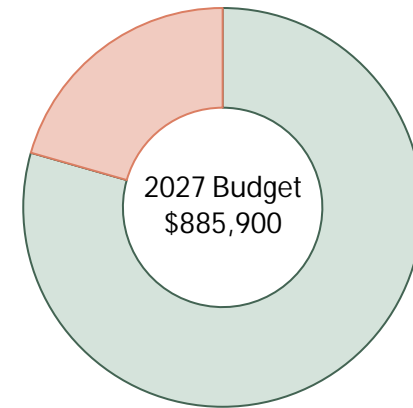
Link to the Asset Management Plan

<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 Fleet

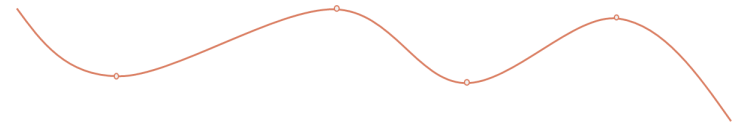
The Pioneer Ridge Nutrition & Food Services Production Centre provides meal services for residents and catering for certain City functions and events – Ç Ç Ç Ç Ç Ç Ç Ç

+ O :¥ Ç Ç Ç Ç Ç Ç Ç Ç Ç Ç Ç Ç

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	-	-	-	-	-	-	-



CORPORATE INITIATIVES AND OPERATIONAL SUPPORT



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, 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.

+ **O** : Funding the computer network and software infrastructure ensures technology remains current and protects the City. 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	9 9	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

CAPITAL OUTLOOK

