Agenda
Community Services Committee

February 18, 2026, 5:30 p.m.
City Hall - 808 2nd Avenue East - Council Chambers

The public can attend meetings in person. Meetings will also be livestreamed on the City's Council and Committee webpage. If there are technical issues with the livestream that can't be fixed within 15 minutes, the meeting will continue, and a recording will be available later, on the webpage or by contacting the City Clerk. People who can't attend the meeting in person for Public Forum, should send their comments to the Recording Secretary one business day before the meeting. These comments will be shared with members and included in the updated agenda.

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10.c.2 Report CM-26-009 from the Senior Advisor, External Relations and Investment Attraction Re: Team Grey Memorandum of Understanding 620

10.d Parks and Open Space

10.d.1 Report CS-26-009 from the Director of Community Services Re: Park Naming - 823 5th Avenue East 639

10.e Arena Operations

None.

10.f Building

None.

10.g Facility Bookings and Community Programs

None.

10.h Planning and Heritage

None.

11. MATTERS POSTPONED

There are no matters postponed.

12. MOTIONS FOR WHICH NOTICE WAS PREVIOUSLY GIVEN

There are no motions for which notice was previously given.

13. CORRESPONDENCE PROVIDED FOR INFORMATION

13.a Memorandum from the Chief Building Official and Manager of Planning and Heritage Re: Development Update 645

14. DISCUSSION OF ADDITIONAL BUSINESS

15. NOTICES OF MOTION

16. ADJOURNMENT

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Procedure

Nominations and Elections of Chair and Vice Chair - Committees

Lead Division: Clerks

Purpose

1. To provide procedures for nominating and electing the Chair and Vice Chair positions for committees of Council.

Background

2. Each year following the start of annual Council terms on committees, a Chair and Vice Chair will be elected to all committees, save and except the Committee of Adjustment.
3. Committee of Adjustment members nominate and elect a Chair and Vice Chair at the beginning of their term, which coincides with the term of Council. The Chair and Vice Chair remain the same for the term of the committee.
4. A Council member shall serve as Chair and Vice Chair on all Standing Committees.
5. A Council member may serve as Chair of a committee for two (2) consecutive years after which the Council member is not eligible to serve as Chair of the said committee for one (1) year.

Scope

6. This procedure applies to Standing, Advisory, and Ad Hoc Committees of Council as identified in the Board and Committee By-law as well as the Committee of Adjustment.

Definitions

7. For the purposes of this procedure,

   "Ad Hoc Committee" means an ad hoc committee as identified in the City's Board and Committee By-law;

   "Advisory Committee" means an advisory committee as identified in the City's Board and Committee By-law;

   "Chair" means the chair of a committee;

"City" means the City of Owen Sound, and a reference to the City is a reference to the geographical area or The Corporation of the City of Owen Sound as the context requires;

"Clerk" means the City Clerk and includes the position of Recording Secretary for a committee, where applicable;

"Council" means the Council for the City;

"Member" means an individual appointed to a committee as identified in the City's Board and Committee By-law;

"Standing Committee" means a standing committee as identified in the City's Board and Committee By-law; and

"Vice Chair" means the Vice Chair of a committee.

Procedure

Nominations and Elections

8. Staff chair the meeting to conduct the election of the Chair position.
9. Staff announce that the floor is open for nominations and call for nominations for Chair. The Chair must be a Councillor for all Standing Committees.
10. Members state "I nominate _____ for the position of Chair." A seconder is not required for the nomination to stand.
11. Staff ask the nominee if they will accept the nomination.
12. Staff then ask if there are any further nominations.
13. When there are no further nominations, staff declare the nominations closed.
14. Where there is only one nominee, that member is acclaimed to the Chair position.
15. Where an election is required, members may only vote once. Staff will ask for a show of hands in favour of the first member nominated and record the number of votes received. If that nominee receives a majority vote of the members present, that nominee is declared the Chair.
16. Where there is not a majority vote for the first member nominated, staff will ask for a show of hands in favour of the second member nominated and so forth until one member receives a majority vote.
17. Where all nominated members have been voted on and no member receives a majority vote, the nominated member with the highest number of votes is declared the Chair.

18. Where there is a tie for the highest number of votes, the names of the tied nominees are placed into a 'hat' or like receptacle by the Clerk and one name is drawn by the Clerk. The member whose name is drawn is declared the Chair.

19. Where no members accept a nomination, the names of all eligible members are placed into a 'hat' or like receptacle by the Clerk and one name is drawn by the Clerk. The member whose name is drawn is declared the Chair.

20. The Chair assumes the position immediately and repeats the process to nominate/elect a Vice Chair. The Vice Chair must be a Councillor for all Standing Committees.

21. If a Chair or Vice Chair resigns before the end of their term, the process is repeated.

Procedure Review

22. The City Clerk will review and update this procedure as needed to ensure it reflects current business processes.

References and Additional Information

Internal

23. Board and Committee By-law

24. Procedural By-law

External

25. N/A

Appendices

26. N/A

Revision History

Staff Authority	Date	Description of Amendment
City Clerk	2018-01-01	
City Clerk	2018-02-01	
City Clerk	2024-05-09	Formatted to new template including the addition of standard definitions.

Minutes

Community Services Committee

January 21, 2026, 5:30 p.m.
City Hall - 808 2nd Avenue East - Council Chambers

MEMBERS PRESENT:	Chair Marion Koepke Member Aly Bousfield-Bastedo Councillor Jon Farmer Member Morgan Kemick Councillor Suneet Kukreja Member Lloyd Lewis Member Lance Thurston
MEMBERS ABSENT/REGRETS:	Vice Chair Travis Dodd
STAFF PRESENT:	Tim Simmonds, City Manager Pam Coulter, Director of Community Services Rebecca Ellerdiem, Senior Advisor, External Relations and Investment Attraction Christina McLean, Committee and Executive Support Coordinator

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1. CALL TO ORDER

Chair Koepke called the meeting to order at 5:30 p.m.

2. CALL FOR ADDITIONAL BUSINESS

2.a Councillor Koepke Re: End of Term of Public Committee Members

2.b Councillor Farmer Re: End of Committee Term

3. DECLARATIONS OF INTEREST

There were no declarations of interest.

4. CONFIRMATION OF MINUTES

4.a Minutes of the Community Services Committee meeting held on December 17, 2025

CS-260121-001
Moved by Member Thurston

"THAT the Community Services Committee approves the minutes of the meeting held on December 17, 2025."

Carried.

5. DEPUTATIONS AND PRESENTATIONS

5.a Presentation from Mariam Fares of the Owen Sound Chamber of Commerce Re: Owen Sound Tourism Development Fund (MAT Committee)

No discussion occurred on the topic as the deputation was unable to take place due to weather.

5.b Deputation from Jaret Koop of Georgian Bay Folk Society Re: Multi-Year Support for the Summerfolk Music & Crafts Festival

Jaret Koop of the Georgian Bay Folk Society (GBFS) provided a presentation respecting City support for the Summerfolk Music & Crafts Festival.

In response to a question from Committee, Mr. Koop noted that the GBFS could apply for Municipal Accommodation Tax (MAT) funding annually and added that the additional financial and in-kind support from the City in 2025 was incredibly helpful to their sponsorship and fundraising efforts.

In response to a question from Committee, Ms. Coulter noted that the staff support from the City wouldn't change, whether or not the rental fees are forgiven. Mr. Koop added that GBFS worked closely with City staff last year for sharing information and support through Tourism, Events, and Facility Booking.

CS-260121-002
Moved by Member Kemick

"THAT in consideration of a deputation from the Georgian Bay Folk Society on January 21, 2026 respecting multi-year support for the Summerfolk Music & Crafts Festival, the Community Services Committee recommends that City Council direct staff to bring forward a report to the February committee meeting respecting possible partnership and financing options for multi-year support, including a $10,000 donation and waiving of rental fees."

Carried.

5.c Presentation from the City Manager Re: Committee Structure Review

The City Manager provided a presentation on the Committee Structure Review and requested feedback from committee members.

The Committee provided feedback to staff on the Committee Structure Review, which will be compiled and included in a future report to Council.

In response to a question from Committee, Mr. Simmonds noted that Council directed staff to review the committee structure as it had been a number of years since the last review, as well as to align the structure with the Vision 2050 Strategic Plan.

6. PUBLIC FORUM

There were no questions or comments from the public.

7. CORRESPONDENCE RECEIVED FOR WHICH DIRECTION IS REQUIRED

There were no correspondence items presented for consideration.

8. REPORTS OF CITY STAFF

8.a Parks and Open Space

8.a.1 Report CS-26-005 from the Director of Community Services Re: Weaver's Creek Boardwalk

The Director of Community Services provided a brief overview of the report and introduced Jeff Graham of GSS Engineering.

Mr. Graham provided an overview of the proposed options for the boardwalk.

In response to a question from Committee, Mr. Graham noted that option 2 is slightly cheaper, though it does not include the second section of boardwalk and therefore may be less accessible.

In response to a question from Committee, Ms. Coulter noted that early concepts were sent to the Grey Sauble Conservation Authority before developing the options as presented today. Mr. Graham added that while additional consultation may occur, they are agreeable with the plan generally as presented.

In response to a question from Committee, Ms. Coulter noted that the proposed design would be taken to the Grey County Joint Accessibility Advisory Committee before finalized.

In response to a question from Committee, Ms. Coulter noted that the regulatory framework makes this project complicated, making it more difficult for community group involvement. She added that there are funds in the capital reserve to support this project as presented.

In response to a question from Committee, Mr. Graham noted that this project would have a longer lifespan than the current structure as it would use better quality materials and professional techniques. He added that metal and plastic wood were both considered as options when coming up with the proposed solutions, and that details such as the type of wood used will be researched further before procurement.

In response to a question from Committee, Mr. Graham clarified that the current boardwalk is believed to be constructed of local white cedar that is not pressure treated.

CS-260121-003
Moved by Councillor Kukreja

"THAT in consideration of Staff Report CS-26-005 respecting the Assessment of Options for the Weaver's Creek Boardwalk and Trail, the Community Services Committee recommends that City Council:

1. **Approve moving forward with option 1 (preferred option) generally as described in the Assessment Report from GSS Engineering to undertake the consultation and permitting; and**
2. **Modify the approved capital budget by $39,000 (updated total project $179,000)."**

Carried.

8.b Community and Business Development

8.b.1 Report CM-26-002 from the Senior Advisor, External Relations and Investment Attraction Re: Community Impact Lab Opportunity in Collaboration with Georgian College and Grey County

The Senior Advisor, External Relations and Investment Attraction provided a presentation on the Community Impact Lab opportunity and introduced Nicole Norris, Director of Social Innovation at Georgian College.

In response to a question from Committee, Ms. Ellerdiem clarified that the recommended $5,000 for initialization would be used for completing a detailed operating proposal and associated costs, such as travel and grant writing costs, as well as to set up an event for Innovation Week. She added that a more detailed operating proposal will be brought back to the Committee at a later meeting.

Ms. Norris noted that the Barrie Community Impact Lab was launched two years ago, but that these labs have been in Georgian campuses for around five years and added that items arising from these impact labs include work with the Elizabeth Fry Society and the YMCA of Simcoe and Muskoka Strategic Plan.

In response to a question from Committee, Ms. Norris noted that the tools and resources in the lab can be portable and be used in other locations as well, which gives the Lab the ability to support organizations in many different capacities.

In response to a question from Committee, Ms. Ellerdiem noted that a detailed budget will be developed and brought back to the Committee with

the detailed operating proposal, but that the recommended amount of up to $5,000 is to help ensure that things can be mobilized before the grant deadline of February 25. Mr. Simmonds added that the proposed funds may also be required for the event during Innovation Week and other consultation.

CS-260121-004
Moved by Member Kemick

"THAT in consideration of Staff Report CM-26-002 respecting the Community Impact Lab Opportunity in Collaboration with Georgian College and Grey County, the Community Services Committee recommends that City Council:

1. **Allocate up to $5,000 from the Strategic Plan Implementation reserve fund toward the initialization of the project;**
2. **Direct staff to develop a Memorandum of Understanding with the core partners that would be brought back to Committee for review; and**
3. **Direct staff to support an application by Georgian College for a research grant from the Natural Sciences and Engineering Research Council (NSERC) as a partner organization."**

Carried.

8.c Arena Operations

None.

8.d Building

None.

8.e Facility Bookings and Community Programs

None.

8.f Planning and Heritage

None.

8.g Tourism, Culture and Events

None.

9. MATTERS POSTPONED

There were no matters postponed.

10. MOTIONS FOR WHICH NOTICE WAS PREVIOUSLY GIVEN

There were no motions for which notice was previously given.

11. CORRESPONDENCE PROVIDED FOR INFORMATION

11.a Memorandum from the Chief Building Official Re: Annual Development Update

The Director of Community Services provided a brief overview of the annual 2025 development update, highlighting permits issued and construction value.

12. DISCUSSION OF ADDITIONAL BUSINESS

12.a End of Term of Public Committee Members

Councillor Koepke thanked Public Member Lloyd Lewis for his dedication and input on the Committee over the course of his term and noted that the new term of Committees begins in February.

12.b End of Committee Term

Councillor Farmer thanked the Committee for the dedication and efforts over the course of the term, adding that he will no longer be sitting on this Committee beginning in February.

13. NOTICES OF MOTION

There were no notices of motion.

14. ADJOURNMENT

The business contained on the agenda having been completed, Chair Koepke adjourned the meeting at 7:52 p.m.

Grey County
Colour It Your Way

Team Grey

Memorandum of Understanding

Municipal Delegations
2026

Municipality of Meaford · Southgate · Town of The Blue Mountains · Township of Chatsworth · Municipality of Grey Highlands · Georgian Bluffs · Hanover · Municipality of West Grey · Owen Sound

Team Grey MOU

Priority 1: Leadership and Collaboration
Goal: Build Cohesion

Grey County takes a regional approach to economic development, tourism and culture working on behalf of all nine of our member municipalities. Everything we do happens in our municipalities for our people. Our top priority is therefore building Team Grey, where we focus on collaboration, not competition, to build trust and seed success. Collectively, we carry a stronger voice and better the likelihood of achieving goals more effectively, in a timely manner and with fewer resources required.

A cohesive vision, followed by effective and true collaboration will benefit us all.

Team Grey MOU

Priority 1: Leadership & Collaboration	Priority 2: Investment Readiness
1.1 Host an **Annual Economic Development Leadership Forum** to build regional perspective, cohesion and pride among CAOs, senior leadership and elected officials.	**2.1** Collate, research and prepare data reports to develop a **data sharing program** to serve member municipalities, partners, and businesses.
1.2 Conduct regular environmental scans to assess trends and pursue strategic **advocacy** opportunities as Grey County, with the support of municipalities and partners.	**2.2** Engage in **systems mapping** to identify the most relevant municipal, provincial, federal and industry programs that strategically align with our core and emerging sectors.
1.3 Develop **municipal partnership and boundary adjustment case studies** to unleash mutually beneficial development and resource sharing opportunities; coordinate research; and site tours of best practice examples.	**2.3** Build **shared tools and templates** at the county level to support municipal and partner efforts, as collectively identified, from policy frameworks, such as the CIP Program, to digital marketing assets.
1.4 Develop and sign a **'Team Grey' Memorandum of Understanding** with member municipalities to clearly define roles, responsibilities, resources, and expectations.	**2.4** Explore options to create **municipally owned employment lands**, including three large-scale industrial parks strategically positioned across the Region.
	2.5 Identify and resource **significant regional economic development projects** that will generate generational wealth, to positively impact Grey and its member municipalities.
	2.6 Strengthen **welcoming communities' infrastructure** to meaningfully integrate and retain residents.

Team Grey MOU

Made in Grey Approach

This is a *Made in Grey* approach to more formalized collaboration, which celebrates and holds on to who we are, both **individually** and **collectively**, while we plan and grow together.

It's about deciding what we want the County to look like, and taking a proactive, collaborative approach to get there in a sustainable way.

Local priorities and character have an important role to play.
Our regional strength comes from the collection of nine unique municipalities.

Team Grey MOU

Two Distinct yet Related Parts

1. The Team Grey MOU applies equally to the County and all nine member municipalities.
2. Annual Project Workplans will only apply to those engaged in a given project. Some municipalities may opt out of projects in a particular year due to resource constraints; however, this does not affect our broader shared commitments and value under the MOU.

Team Grey MOU

Why an MOU?

- Strengthen collaborative relationships between Grey County and Member Municipalities.
- Clarify roles and responsibilities, while improving continuity during staff transitions through a standardized, transferable framework.
- Accompanying annual workplans serve as a mechanism for proposing, evaluating, and implementing projects tailored to individual municipalities.
- Avoid duplication of effort and optimize resources.
- Operationalize discussions and opportunities communicated through the Economic Development Leadership Series.

Team Grey MOU

Why Now?

- Over the first two years of Master Plan implementation, foundational research and preparatory work were essential to reach the stage of a draft MOU.
- To position our teams for success, we introduced relevant tools, templates, and shared platforms, while deepening our understanding of the opportunities, processes, and perspectives needed to advance economic development across Grey County.
- Now, with shared understanding and access to common tools, the time is right to formalize collaboration.
- Seek commitment to collectively adopt and leverage the tools developed and acquired.

Team Grey MOU

Drafting Process

The Team Grey MOU is recommended through the Economic Development, Tourism & Culture (EDTC) Master Plan, which was developed with all member municipalities in 2023.

Team Grey MOU Drafted following three rounds of engagement with economic development staff and CAOs from all nine member municipalities:

- 2024 EDO Working Group every quarter
- 2025 Local CAO Meeting
- 2025 One-on-One Meetings with all nine CAOs

Team Grey MOU Draft circulated for review and comment:

- October to CAOs and EDOs
- November EDO Working Group

Team Grey MOU Final Draft, Workplan Template, Council Report circulated for review and comment:

- December Local CAO Meeting
- December CAOs and EDOs, final changes presented here today for Council consideration.

Team Grey MOU

Grey County Committee of the Whole – Endorsed December 11, 2025
Grey County Council – Adopted January 8, 2026

Recommendation

1. That report EDTC-CW-17-25 regarding the Team Grey Memorandum of Understanding be received;

2. That Grey County Council endorse the Team Grey Memorandum of Understanding as presented to support regional economic development and investment readiness;

3. That the Warden and Clerk be authorized to sign the Team Grey MOU; and

4. That this report including the Team Grey MOU be circulated to all Grey County Member Municipalities for consideration and signing.

Team Grey MOU

Thank you,

Savanna Myers
Director of Economic Development, Tourism & Culture
Grey County
savanna.myers@grey.ca | 1-548-877-0759



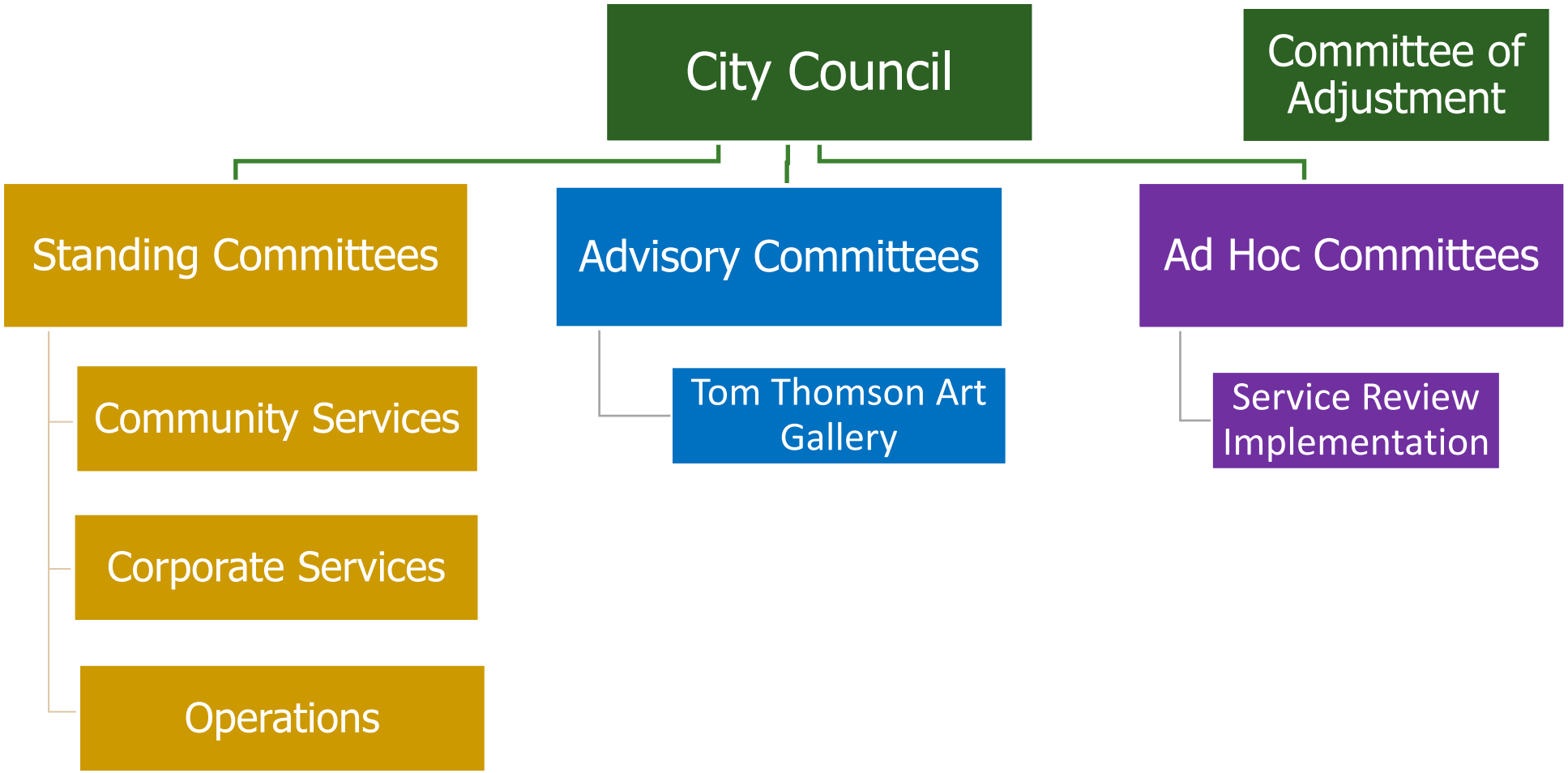
Committee Introduction

Community Services Committee

February 18, 2026

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Committee Structure



Council-Committee Relationship

- Council:
  - Makes the final decision on all matters.

- Committees:
  - Provide advice and recommendations to Council.
  - Host public meetings or open houses as directed by Council.
  - Monitor and evaluate financial and operational performance of programs and services.

Meeting Dates, Times and Location

- Community Services Committee meets as follows:

Day:	3rd Wednesday of the month
Time:	5:30 p.m.
Location:	Council Chambers

Preparing for a Meeting

- Agendas
  - Agendas are published to City's website the Friday before the meeting.
  - Recording Secretary (Christina McLean) will send a notification email that the agenda has been published.
  - Agendas are to be read prior to the meeting.

- Attendance
  - Notify the Recording Secretary if you cannot attend a meeting.
  - Approval must be given to be absent from 3 consecutive meetings.
  - Provide notice to Recording Secretary if you need to join the meeting electronically via Teams.

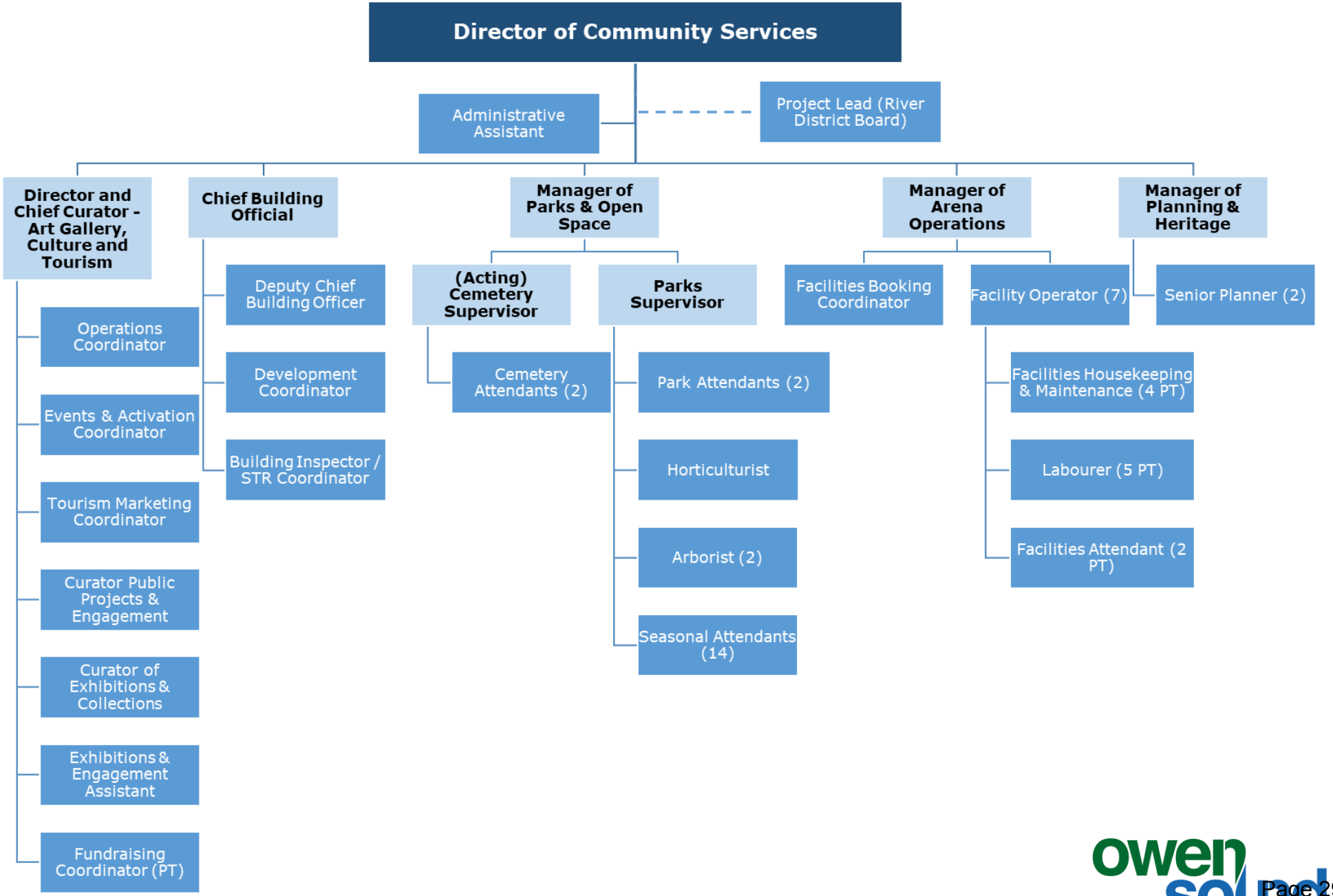
Community Services Committee Mandate

- To provide a forum for the exchange of ideas and actions on policy, programs, and initiatives related to Community Services.
- To support the work of Council in achieving the vision, goals, and objectives of the City's Strategic Plan, Official Plan, Recreation, Parks and Facilities Master Plan, Asset Management Plan, Cultural Master Plan and other plans relating to Community Services.
- To review, provide feedback, and participate in policy development in the areas relating to Community Services and Business development.
- To engage, support, and work collaboratively with partners.
- To review and provide feedback annually on work (business) plans.
- To monitor performance of work plan implementation.

Community Services Divisions

- Divisions in Community Services include:
  - Building Services
  - Planning and Heritage
  - Parks and Open Space and Cemetery
  - Arena Operations, Facility Booking and Recreation Programs
  - Tom Thomson Art Gallery (*has its own Advisory Committee)
  - Tourism and Events
  - River District (*governed by its own Board)

- Business Development and Investment Attraction is a part of the City Manager's Office, but reports go through the Community Services Committee.


Director of Community Services
Administrative Assistant
Project Lead (River District Board)
Director and Chief Curator - Art Gallery, Culture and Tourism
Operations Coordinator
Events & Activation Coordinator
Tourism Marketing Coordinator
Curator Public Projects & Engagement
Curator of Exhibitions & Collections
Exhibitions & Engagement Assistant
Fundraising Coordinator (PT)
Chief Building Official
Deputy Chief Building Officer
Development Coordinator
Building Inspector / STR Coordinator
Manager of Parks & Open Space
(Acting) Cemetery Supervisor
Cemetery Attendants (2)
Parks Supervisor
Park Attendants (2)
Horticulturist
Arborist (2)
Seasonal Attendants (14)
Manager of Arena Operations
Facilities Booking Coordinator
Facility Operator (7)
Facilities Housekeeping & Maintenance (4 PT)
Labourer (5 PT)
Facilities Attendant (2 PT)
Manager of Planning & Heritage
Senior Planner (2)

Staff



Pamela Coulter
Director of Community Services



Kevin Linthorne
Chief Building Official



Eckhard Pastrik
Manager of Parks and Open Spaces



Sabine Robart
Manager of Planning and Heritage



Ryan Gowan
Manager of Arena Operations



Aidan Ware
Director and Chief Curator - TOM, Tourism & Culture

2025 Interesting Facts

- Processed 65 Planning Act applications in 2025, an increase of 25% from 2024.
- 8,418 Facility Bookings completed.
- 250 hours of Last-Minute Ice Time booked.
- 483 Youth Registered for 2025 Sports Camps and Summer Programming.
- The City's Tree Inventory now includes 25,174 trees located in City Parks and Right of Ways, 21 per cent of which are Ash.
- 159 Interments took place at Greenwood Cemetery, 101 of which were cremations.

2025 Interesting Facts

- Construction Value of $233,255,725 (compared to $29,382,696 in 2024), with fees totalling $951,288.
- Issued permits for 566 Residential Units, including 35 affordable housing units.
- 1217 Building Inspections were conducted by the City.
- The City held 24 free live music concerts and 5 movie nights throughout 2025. The cumulative attendance was estimated at more than 8,500 people.
- The Home and Cottage Expo featured 132 indoor exhibitors and 23 outdoor exhibitors, attracting 1615 attendees.

2025 Accomplishments

- Completed Arena Floor, Board and Glass Replacement at the Harry Lumley Bayshore Community Centre.
- Substantially Completed Owen Heights and Comm-r-Ette Park Playground Replacements.
- First year of the Derby Camping program along the harbour during the summer fishing derbies.
- Initiated the Official Plan and Zoning By-law Update which includes Urban Design Guidelines.
- Continued work to configure the Planning Module in Cloud Permit software.
- Navigated the implementation of 4 Provincial bills that changed the Planning Act and other legislation related to land use planning.

2025 Accomplishments

- Created and Launched the External Relations and Investment Attraction Plan.
- Secured 6 delegations for the City at the Association of Municipalities of Ontario (AMO) Conference.
- Tourism partnered with Grey Sauble Conservation for Salmon Discovery Day which featured family-friendly, interactive activities for people of all ages along the river, at the Art Gallery, and Harrison Park.
- The third Hockey Fest was held in November which included a Referee & Timekeeper Clinic, three school visits, a high school hockey game, an Ontario University Athletics (OUA) game and a road hockey tournament in the River District after the Kiwanis Santa Clause Parade.
- Launched new Tourism App.

2026 Upcoming Projects

- Launch Cloud Permit software for Planning applications (23A.6)
- Finalize updates to the City's Official Plan and Zoning By-law, and develop new Urban Design Guidelines (24E.3, 22E.1, 24E.1)
- Update City's Sidewalk Patio Policy
- Continue to establish Service Levels for Parks & Cemetery service areas.
- Weaver's Creek Boardwalk Replacement – Design and Construction
- Kelso Beach at Nawash Park Playground and Splashpad Improvements (25D.18)
- Commemorative Forest Central Monument in the Open Space at the Bayshore (23D.14)
- Greenwood Cemetery Chapel Design, Tender and Construction (22D.74)

2026 Upcoming Projects

- Stone Orchard Software – Sales Module Implementation (OP-26-043)
- Review of the City's Ice Allocation Policy for arena ice bookings
- Work with Minor and Junior B. Lacrosse on Agreement and Installation of a Turf Floor Surface at the Bayshore (26H.4)
- Unit Heaters Replacement at the Bayshore (26H.3)
- First Year of the Home and Outdoor Show in its new format
- Savour Owen Sound will re-focus on promoting the local culinary scene to visitors outside of Owen Sound this year
- Community Impact Lab in collaboration with Georgian College and Grey County (OPR-26-067)

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Questions?

Staff Report

Report To: Community Services Committee

Report From: Pamela Coulter, Director of Community Services

Meeting Date: February 18, 2026

Report Code: CM-26-004

Subject: Committee Orientation and 2026 Annual Organizational Work Plan

Recommendations:

THAT in consideration of Staff Report CM-26-004 respecting Committee Orientation and the 2026 Annual Organizational Work Plan, the Community Services Committee recommends that City Council receive the report for information purposes.

Highlights:

- Committee orientation provides helpful information for members respecting committee procedural and legislative matters.
- The City Clerk and Committee Administrator have done a detailed orientation with new members prior to the first meeting of the new Committee.
- 2026 marks the first year where an organizational work plan is being introduced (versus individual work plans being presented).

Vision 2050 - Strategic Plan Alignment:

The Vision 2050 strategic plan, along with the budget, are the key documents that guide Council and staff. Vision 2050 gives current and future Councils a compass bearing to help set goals and for staff to develop workplans that are ambitious and achievable.

Strategic Plan Priority: The recommendation contributes to core service delivery or a corporate initiative that enables service delivery for one or more strategic priorities.

Previous Report/Authority:

CM-25-018 Organizational Project Management System

Background:

The role of the Committee is to provide advice and recommendations to Council, host public meetings as directed by Council and monitor and evaluate the financial and operational performance of programs and services. Orientation ensures that standing committee members are well-prepared to serve effectively, enhancing the committee's overall efficiency and strategic focus. It reduces risks, improves governance, and fosters a collaborative environment that supports the committee's mandate.

Historically, staff have developed work plans, and presented these as part of the annual orientation at Committee; however, the practice was not consistent across the organization. As part of this work, the organization implemented individual annual work plans for each division, which captured projects being led by each staff. These individual work plans were then presented to the Committee at the start of each year. Projects, within the work plans, were identified based on the direction provided by Council through the City's long-term strategic plan, various Master Plans, and the 2023 Service Review. Traditional work plans were aligned with the 5-year capital budget and annual operating budget, and considered the Asset Management Plan. These individual work plans were used to focus staff effort, increase productivity, accountability, and transparency, and to gave the Committee a glimpse of what was planned for the coming year.

The 2023 Service Review identified that the City should strengthen the annual workplan process to develop an organizational business plan to align with the Strategic Plan.

In 2026, as part of the work toward an organizational approach to business planning, an organizational work plan has been developed that captures the core services delivered by each division and includes a compiled list of all projects, providing a holistic view of the organization's work.

Analysis and Options:

This is the first year that City has developed an Organizational Work Plan for the work that will be done across the organization.

The 2026 business planning process focused primarily on developing an integrated organizational work plan, including reviewing and analyzing dependencies and linkages within the organization to identify opportunities for collaboration and greater alignment, and to ensure that the planned work was achievable as a first step.

Core service profiles have been included in the organizational work plan to provide perspective on the scope, complexity, and volume of work managed through the organization on a day-to-day basis.

The basis for the projects and core services remains the same, with a focus on advancing the 2050 Vision priorities, implementing recommendations and actions from various master plans, implementing actions from the 2023 service review, addressing the infrastructure deficits identified in the asset management plan, and implementing projects approved in the 5-year capital plan and reflecting the operating budget.

Although projects are assigned to a single division as the lead for the initiative, staff from other divisions within the department and from other departments within the organization play a critical role in the resources required to achieve the expected outcomes. All projects rely on involvement and collaboration with at least one other division, with some requiring participation by staff from all of the divisions across the organization. The resourcing demands for these projects are substantial, and the management of the different divisional contributions is complex and challenging.

Through conversation, collaboration, and connection, staff have developed an organizational work plan that outlines a clear path for the organization, one that strikes a balance between our "wanting to do it all" and our capacity to deliver. Our goal is to realistically represent what can be achieved in 2026 and to deliver projects that advance the 2050 Vision strategic priorities and continuously improve the provision of core services.

In the future, other components of the business planning process may include: development of a multi-year project plan encompassing both projects that are funded by capital and the operating budget; the development and management of a measurement framework to measure,

analyze, monitor and report on key performance indicators for core service; and, the establishment of a governance framework for the regular monitoring, reviewing and reporting on progress of all projects, identifying the successful achievement of milestones and reporting to the Strategic Leadership Team on areas where the achievement of goals may be at risk so that corrective action can be identified and action taken earlier.

Resource Alignment:

Financial Resources

As presented, the organizational work plan is consistent with each division's capital and operating budget.

Human Resources

The annual organizational work plan is intended to be achievable and realistic, based on current staffing levels.

The Strategic Leadership Team recognizes that staff resources are stretched and has worked collaboratively to reduce the overall number of projects that, together with core services, will focus the efforts of staff in the year ahead.

Time and Scheduling

The projects within the organizational work plan are intended to be completed or started within the calendar year. Going forward, regular reporting will be provided to Council on the status of projects.

Technology and Infrastructure

ProjectTeam, the City’s new project management solution, is being used to manage all projects within the organizational work plan.

Climate and Environmental Impacts:

The recommendation supports both the City's Corporate Climate Change Adaptation Plan and the City's Climate Mitigation Plan.

Communication and Engagement:

This report has been posted to the City’s website with the agenda in advance of the meeting. The annual organizational work plan will be posted on the City’s website, and a media release will be issued highlighting this initiative.

Report Developed in Consultation With:

The organizational work plan has been developed under the guidance of the Strategic Leadership Team, with input from the project leads and staff from all City departments, to ensure a realistic, achievable organizational work plan.

Attachments:

Attachment 1 - Annual Organizational Work Plan

Reviewed by:
Pamela Coulter, Director of Community Services
Michelle Palmer, Senior Manager of Strategic Initiatives and Operational Effectiveness

Submission approved by:
Tim Simmonds, City Manager

For more information on this report, please contact Pamela Coulter, Director of Community Services at pcoulter@owensound.ca or 519-376-4440 ext. 1252.

ANNUAL

Organizational Work Plan

owen sound
where you *want* to live



Created	**January 2026**
Prepared By	**City of Owen Sound**

Organizational Work Plan - City of Owen Sound, 2026

Land Acknowledgement



We acknowledge with respect, the history, spirituality, and culture of the Anishinaabe people who consist of The People of the Three Fires known as Ojibway, Odawa, and Bodéwadmi Nations on whose traditional territories we gather and whose ancestors signed Treaties with our ancestors. We recognize also, the Metis and Inuit, whose ancestors shared this land and these waters. May we all, as Treaty People, live with respect on this land, and live in peace and friendship with all its diverse peoples.

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Organizational Work Plan - City of Owen Sound, 2026

Message from the Mayor



This year's Organizational Work Plan reflects an overview of the many services the City delivers as well as the projects we are advancing on behalf of our community. It demonstrates a thoughtful, coordinated approach to look beyond individual departments and focus on how our work connects, overlaps, and ultimately serves residents more effectively when we work together. This approach ensures that planning, service delivery, and long-term investment are aligned across the corporation.

I want to recognize the hard work and dedication of City Council and staff in managing resources responsibly while continuing to deliver services. Commitment to thoughtful planning and careful stewardship ensures that we make the most of every dollar, today and into the future.

Ian Boddy
Mayor of Owen Sound

Message from the City Manager

As we continue shifting toward a truly organizational approach to business planning, we've developed an organizational work plan that brings all our core services and projects into one clear picture. This new initiative I hope will help our residents better see our core services delivered by each division and includes a compiled listing of all the projects we will work toward completing this year. The plan reflects the reality that our work doesn't happen in silos. Everything we do is connected.



Every day, a dedicated team across the City works together to keep things running smoothly; maintaining and plowing roads and sidewalks, supporting communications and community engagement, coordinating planning, development, and building services, managing financial services, procurement, and technology systems, and operating our wastewater and stormwater systems, all of these services rely on one another. They function best when we operate as one organization with shared priorities.

This year marks the first time we're putting the 2050 Vision into action. At the same time, we are implementing recommendations from our master plans, acting on the 2023 service review, addressing infrastructure needs identified through the asset management plan, and delivering projects approved in the 5 year capital plan.

Tim Simmonds
City Manager of Owen Sound,

owen sound
where you *want* to live

Our Mission

The Mission statement's ultimate purpose is to strengthen our community and to make our City an attractive and prosperous place to live. This will be accomplished through sound leadership, including a clear vision and a forward-looking direction at the municipal government level.

Mission: Strengthening our community through sound leadership.

Our Vision

The Vision is an aspiration statement that defines where Owen Sound is going. Our City is a great place to live, work, and play, and we offer the small-town feel with big-city amenities. The vision statement reflects this and serves as an inspiration for our community.

Vision: Owen Sound, Where you *want* to live.

Organizational Work Plan - City of Owen Sound, 2026

City Values

The City of Owen Sound's core values center on Caring, Creativity, Integrity, and Sustainability, with underlying principles like collaboration, transparency, accessibility and community care, all aimed at fostering a welcoming, inclusive city where people want to live, work, and thrive by balancing growth with responsible stewardship.



1

Caring

A welcoming, inclusive, age-friendly city focused on positive change.

2

Creativity

Embracing innovation and resourcefulness for thriving.

3

Integrity

Open, honest, transparent communication with residents.

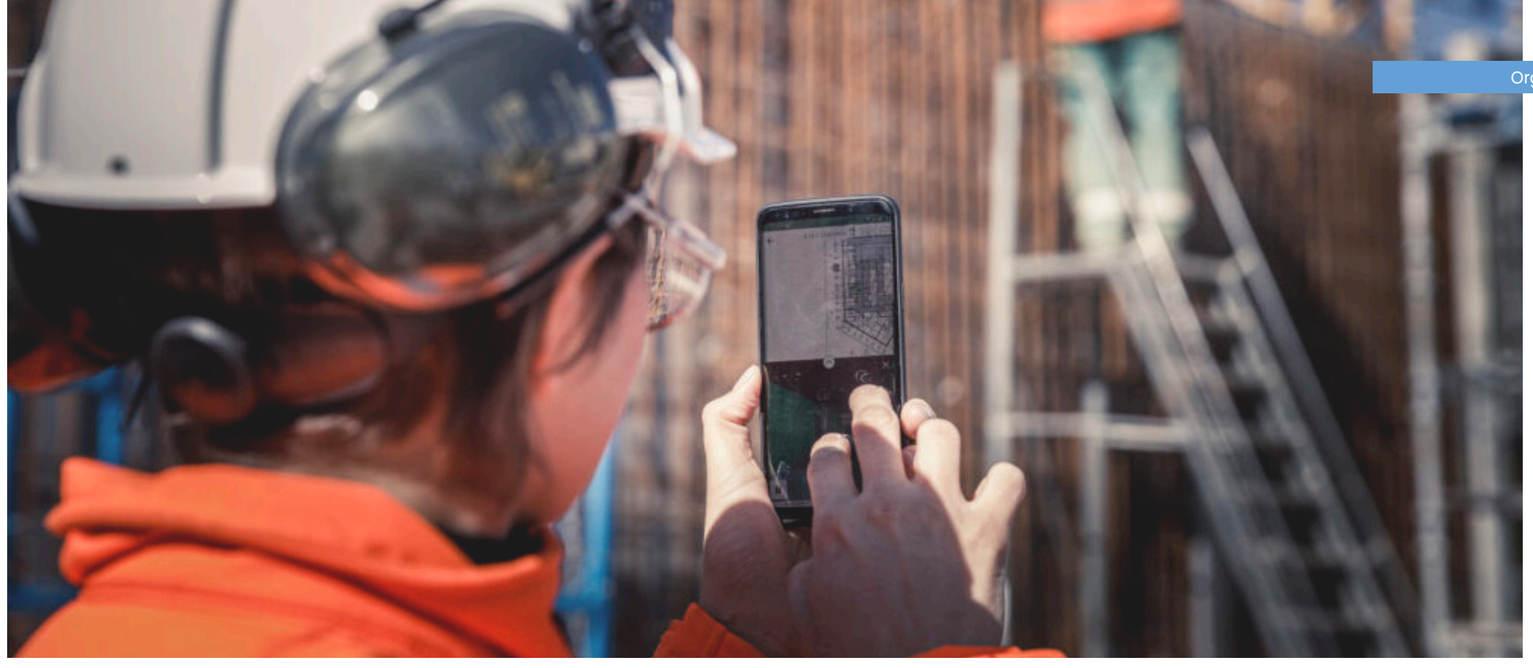
4

Sustainability

Acting responsibly (financially, environmentally, socially).

Organizational Work Plan - City of Owen Sound, 2026

Service Review



Almost two years after the launch of the City's Service Review, the process has proven to be a practical and effective approach to improving how Owen Sound operates. The original three year, 49 project plan set out a clear framework for modernizing City functions, strengthening accountability, and ensuring resources are managed responsibly. What began as a request from Council has since become a consistent guide for decision making across departments.

The results to date demonstrate steady and measurable progress. Through a combination of operational efficiencies, targeted technology investments, and strategic realignment of existing staff resources, the City has achieved more than $1 million in savings, new revenue, and efficiency gains within the first two years. Importantly, these improvements have been realized without adding any net new full time positions. Initiatives such as digital permitting, upgraded financial tools, enhanced building automation, and new non tax revenue sources reflect a disciplined approach to strengthening service delivery.

The Service Review now serves as a reliable framework for identifying opportunities, prioritizing work, and evaluating outcomes. The City remains on track to meet or exceed its original $2 million target, with benefits expected to continue compounding year-over-year. While a comprehensive update will be presented at the end of the full three years, current progress demonstrates that the review has been a valuable and worthwhile exercise, one that reinforces operational effectiveness, supports long term financial sustainability, and ensures residents receive strong value for their tax dollars.

49

Projects

planned over 3-years

$1M

Savings

achieved in the first two years of Service Review implementation

0

Net New FTEs

these improvements have been realized without adding any net new full time employees (FTEs)

Service Review Projects are included throughout this Work Plan and some as divisional highlights. They can be identified by the number-letter-number assignment in the project title. For example:

- Organizational Project Management System (5a1)
- Microsoft Teams Implementation/ Optimization (1b1)
- Parks and Sports Field Classification (3a2)

Vision 2050



A long-term Strategic Plan will work to align the City's entire workforce to the identified priorities, including; term of council priorities, annual workplans and budgets.

Vision 2050, approved by City Council in October 2025, is a historic 25-year strategic plan that lays out key principles and priorities to secure Owen Sound's future as a livable, safe and enjoyable city for everyone.

The Future Owen Sound: 2050 Vision was developed with significant community input, ensuring that this long-term plan reflects the priorities of the community.

"Vision 2050 charts our City's future at a time of unprecedented change, challenge and opportunity," said Mayor Ian Boddy. "It provides a compass bearing for current and future City Councils to set priorities and take action."

Guiding Vision

Vision 2050 gives current and future Councils a compass to help set goals and for staff to develop workplans that are ambitious yet achievable.

Maintaining Progress

In addition to timely updates on specific action items, City Council will review progress annually.



Organizational Work Plan - City of Owen Sound, 2026

Themes

Prosperous City

- By 2050 Owen Sound will...attract a highly skilled, intergenerational workforce and work in close partnership with existing sectors such as agriculture, healthcare, and tourism and culture—as well as newer industries, particularly in future-focused sectors such as technology and sustainability.

Green and Resilient City

- By 2050 Owen Sound will...be a city with a wide range of resilient and sustainable practices that protect the planet, people and economy.

Celebrating and Embracing Culture

- By 2050 Owen Sound will...be a city that supports and celebrates the long-standing cultural knowledge and expressions of Indigenous Peoples, its rich local cultural resources—from artists to growers to storied sites—while also embracing contributions from new populations.

City Building

- By 2050 Owen Sound will...be a city whose infrastructure, community amenities and housing stock are well maintained, accessible and responsive to the evolving requirements of community stakeholders and visitors.

Themes

A City That Moves

- By 2050 Owen Sound will…be connected by a comprehensive transportation network, accommodating multiple types of sustainable and accessible ways of travelling through the city.

Safe City

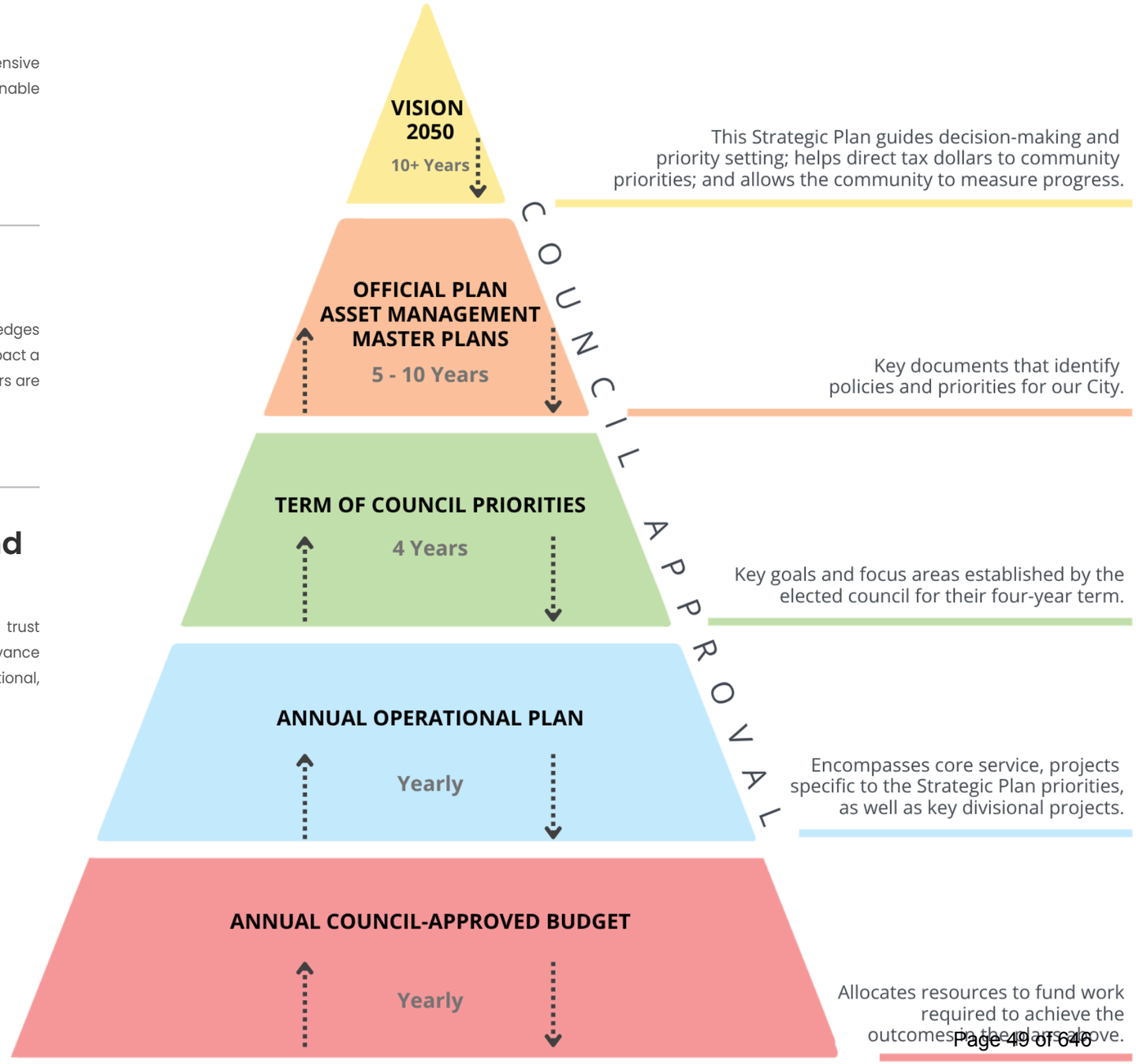
- By 2050 Owen Sound will…be regarded as a city that acknowledges multiple factors—physical, psychological, historical, etc.—that impact a sense of security, and where institutions and community members are committed to protecting each other's safety.

Fostering Mutually Beneficial and Respectful Relationships

- By 2050 Owen Sound will…build bridges of mutual respect and trust across multiple stakeholder groups to collaboratively advance productive democratic processes and to develop a more relational, front-line presence.

Organizational Work Plan - City of Owen Sound, 2026

Why Vision 2050: A Long-Term Strategic Plan?



Organizational Work Plan - City of Owen Sound, 2026

Departments of the City of Owen Sound



Divisions and Highlights

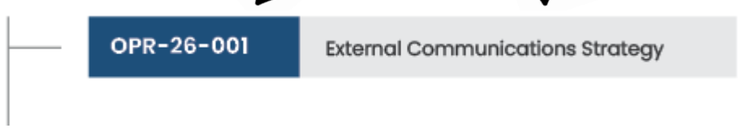
Each division within a department is outlined on the following pages, highlighting their core service areas and top 2026 projects and initiatives.

Project Numbers

Each project has a corresponding number to identify it. The full project list begins on page 60.

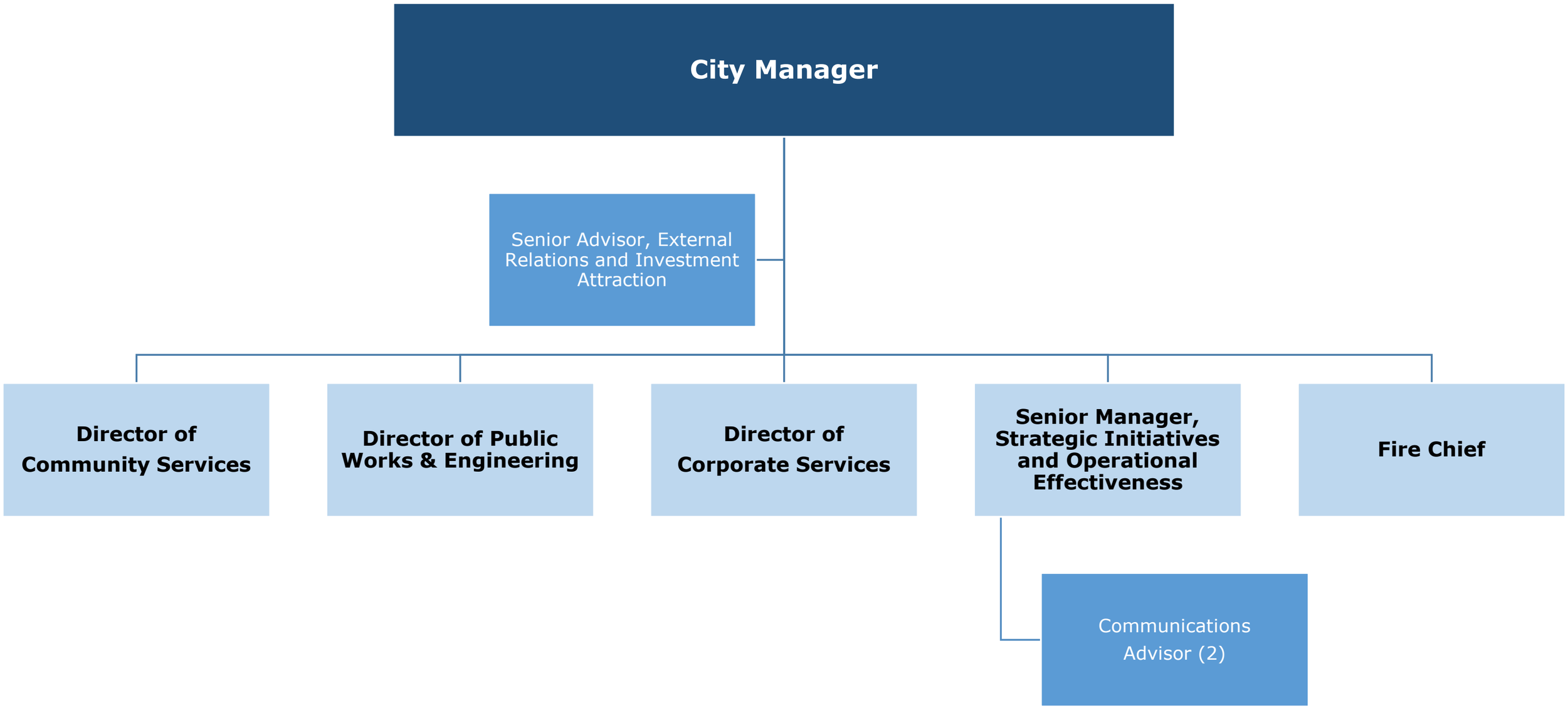
Project Titles

Each project or core service title is captured in the grey bar under the divisional highlights.



Organizational Work Plan - City of Owen Sound, 2026

City Manager's Office



Strategic Initiatives, Communications & External Relations

Core Service Areas

Senior Manager, Strategic Initiatives and Operational Effectiveness

Strategic Initiatives:
- Community Engagement
- Business Planning
- Strategic Planning and Strategic Plan Implementation
- Special Projects

Communications Advisor (2)

Communications:
- Strategic Communication Plan Development and Implementation
- Corporate Branding
- Graphic Design
- Media Relations
- Public Relations
- Website and Social Media

Senior Advisor, External Relations and Investment Attraction

External Relations & Investment Attration:
- Government Relations
- Delegation Requests & Advocacy Efforts
- Indigenous Relations
- Community Relations
- Investment Attraction
- Economic Development Marketing



Organizational Work Plan - City of Owen Sound, 2026

Strategic Initiatives, Communications & External Relations

Division Highlights for 2026

OPR-26-001 External Communications Strategy

OPR-26-055 Organizational Project Management System (5a1)

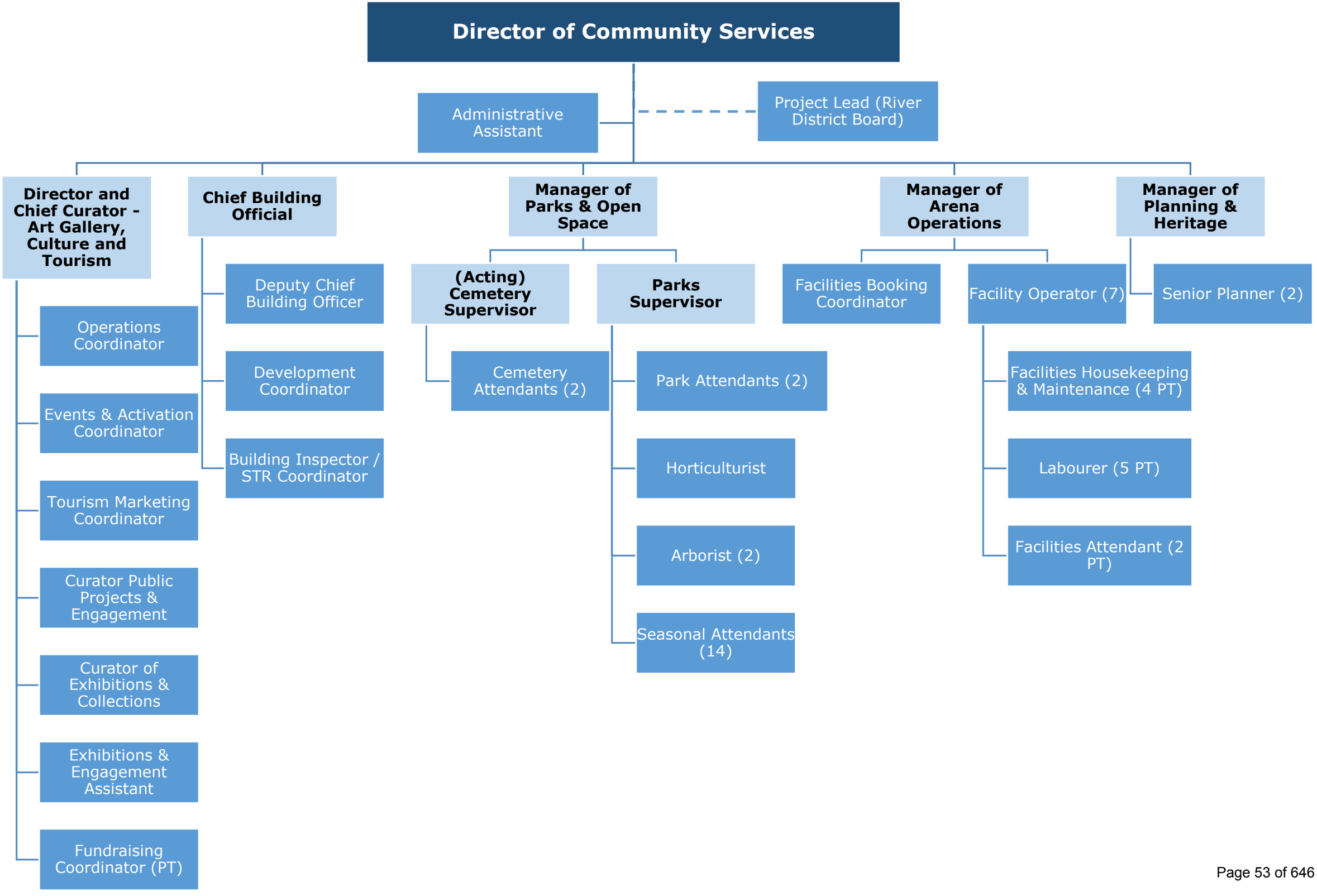
OPR-26-011 Annual Organizational Work Plan (4a3)

OPR-26-009 Intranet Redevelopment

OPR-26-067 Community Impact Lab

Organizational Work Plan - City of Owen Sound, 2026

Community Services Department



Tom Thomson Art Gallery, Tourism and Events

Core Service Areas

Director and Chief Curator - Art Gallery, Culture and Tourism

- Operations Coordinator
- Events & Activation Coordinator
- Tourism Marketing Coordinator
- Curator Public Projects & Engagement
- Curator of Exhibitions & Collections
- Exhibitions & Engagement Assistant
- Fundraising Coordinator (PT)

Tom Thomson Art Gallery:

- Art Exhibitions
- Art Collection Management
- Public Programming and Events
- Art Education and School Tours
- Community Partnerships and Projects

Tourism:

- Visitor Services
- Product Development
- Marketing and Promotion

Events:

- Community Events
- Marketing and promotion
- Sponsorship Procurement



Tom Thomson Art Gallery

Division Highlights for 2026

Core Service Education

- Expanding children's art camps for summer 2026

Core Service Exhibitions

- Curating a major collection exhibition that celebrates recent acquisitions of Grey County artist George McLean's work

Core Service Fundraising

- Organizing the second annual Palette to Palate fundraising event which will highlight local art and food

Core Service Partnerships

- Continuing the OPEN Team projects with Pollinate Owen Sound, planting native gardens at the Library/Gallery

Core Service Planning for 2027

- 150 years of Tom Thomson and the Art Gallery's 60th Anniversary

Tourism

Division Highlights for 2026

Core Service Savour Owen Sound

- 2026 Savour Owen Sound will focus on promoting the local culinary scene to visitors outside of Owen Sound and leverage a River District Eats event

Core Service Salmon Tour & Salmon Discovery Day

- Developing an engaging tour experience for visitors that includes local partnerships, guides, and utilization of the new Tourism App

Core Service Branded Apparel & Promotion

- Designing new apparel styles that promote Owen Sound offered at several retail locations and events

Core Service Community Tourism Ambassadors

- Recruit ambassadors to support sharing of local experiences and key cultural stories

Core Service Tourism Service Delivery

- Work with summer students to offer expanded Tourism Services from May to September at the TOM, and also having the summer students at events engaging with the public

Events

Division Highlights for 2026

Core Service Grey Bruce Home & Lifestyle Show

- On May 2 and 3, at the Harry Lumley Bayshore Community Centre, discover outdoor adventures, renovations, design ideas, personal wellness and more. The show is a partnership between the City of Owen Sound, Knights of Columbus, and Grey Bruce Home Builders Association

Core Service Canada Day

- Canada Day in Owen Sound will be celebrated as a free, family-friendly festival at Kelso Beach at Nawash Park from 10 a.m. to 11 p.m. The day includes vendors, food trucks, pony rides, dog shows and interactive fun zones, plus live entertainment and fireworks at 10 p.m.

Core Service Harbour Nights

- TD Harbour Nights is a long-running Sunday evening concert series held along the waterfront at The Marine and Rail Museum from early June through mid-August featuring live music from many different genres

Core Service Doors Open

- Doors Open Ontario offers a free, immersive heritage experience with 18-20 local sites open from 10 a.m. to 4 p.m. Visitors enjoy behind the scenes access, guided tours and history lessons on local archives.

Core Service New Year's Eve Family Celebration

- New Year's Family Celebration at the Julie McArthur Recreation Community Centre, presented in partnership with the Family Y. This free, family-friendly event features skating, swimming, entertainment and crafts

Core Service Areas

- **Chief Building Official**
  - Deputy Chief Building Officer
  - Development Coordinator
  - Building Inspector / STR Coordinator

Building:

- Overseeing all permit applications (Building & Plumbing)
- Conducting inspections to confirm compliance with the Ontario Building Code and Owen Sound Zoning By-law, as well as all other applicable Laws.
- Building inspection services are mandated under the Building Code Act



Division Highlights for 2026

Core Service Partnerships

- Continue to work on partnerships with the Town of Meaford and the Township of Georgian Bluffs to provide Building Services in a cost effective, customer service-oriented fashion

Core Service Timeliness

- Provide timely inspection and plan review services to applicants for permits in the City

Core Service Professional Designations

- Continue to achieve professional designations in regard to being Certified Building Code Officials

Core Service Training

- Complete and update training on the 2024 version of the Ontario Building Code

Core Service Annual General Meeting Planning

- Participate in planning for the 2027 Annual General Meeting and Training Seminar hosted by the local chapter of the Ontario Building Officials Association (OBOA)

Core Service Areas

- **Manager of Parks & Open Space**
  - **Parks Supervisor**
    - Park Attendants (2)
    - Horticulturist
    - Arborist (2)
    - Seasonal Attendants (14)

Parks & Open Space:

- Parks, Sports Fields, Trails
- Playgrounds, Campgrounds
- Inner Harbour
- Outdoor Pool, Rink, Splash Pad, Skate Park
- Forestry and Arboriculture
- Horticulture
- River District Maintenance and Beautification
- Waste Collection
- Parks Winter Control
- Turf Maintenance
- Facility Maintenenace
- Special Events Support
- Fleet & Asset Management
- Inspections
- Invasive Species Management
- Capital Project Management



Organizational Work Plan - City of Owen Sound, 2026

Parks & Open Space

Division Highlights for 2026

OP-26-003 — Complete (3a2) Service Review relating to Parks, Forestry and Cemetery

- This includes completing service levels for several areas within Parks

23D.14 — Commemorative Forest Central Monument

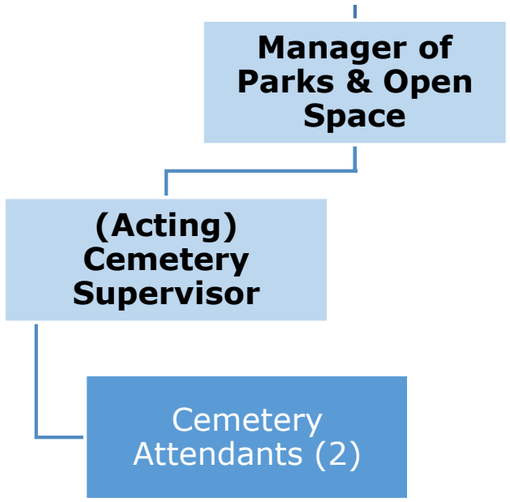
RFT-25-023 — Complete Removal of Hazardous Tree Inventory

24D.3 — Weaver's Creek Boardwalk Study and Construction

25D.18 — Kelso Beach at Nawash Park Playground and Splashpad Improvements

- With the Order of Good Cheer plan and construct enhancement to splash pad and new playground

24D.45 + 47 — Complete Playground Replacements at Owen Heights and Comm-R-Ette Parks



Core Service Areas

Greenwood Cemetery:

- Winter Maintenance
- Ground Maintenance
- Turf and Trimming
- Shrub and Hedge Maintenance
- Install Markers and Foundations
- Interments and Inurnments
- Waste Pickup
- Administration and Records Management
- Equipment Maintenance
- Building Maintenance



Organizational Work Plan - City of Owen Sound, 2026

Parks & Open Space, Cemetery

Division Highlights for 2026

22D.74 — Greenwood Cemetery Chapel

- Finish chapel design, tender and construct and install new indoor columbarium

25A.4 — Upgrade to Pearl Software

- Implement Pearl upgrade use for Work Order System

Core Service — Greenwood Cemetery Survey Update

- Survey and Implementation of Muslim Section for grave realignment and Columbarium Garden Lots behind Mausoleum

OP-26-043 — Implement Stone Orchard Software Upgrade

Core Service — Cemetery Shop Reorganization

- Reorganize Cemetery shop after the removal of Festival of Northern Lights displays for future and utilize space for more efficient use

Core Service Areas

Manager of Arena Operations

Facilities Booking Coordinator

Facility Booking & Programs:

- Facility booking
- Special events – facilitate and implement approval and agreements for the use of facilities and parks
- Community Programs (City Summer Youth Programs, City Skating, Volunteer Awards, Springfest Games)
- Customer Service



Division Highlights for 2026

Core Service — Summer Camps & Harrison Park Pool

- Offer a wide range of camps and experiences for children and youth in City facilities geared to enhancing skills for participation in sport

Core Service — Facility Bookings

- Coordinate over $1,000,000 in facility and park/ sportsfield bookings and special events

Core Service — Hockeyfest 2026

- Work to support this growing event with Event and River District staff in collaboration with Owen Sound Ice Hawks and the University of Waterloo Warriors Women's Hockey Team

Core Service — Volunteer Awards

- Promote and deliver these recognition events for culture and volunteerism

Core Service Areas

- **Manager of Arena Operations**
  - Facility Operator (7)
    - Facilities Housekeeping & Maintenance (4 PT)
    - Labourer (5 PT)
    - Facilities Attendant (2 PT)

Arenas:

- Coordination with Facility Booking on customer service – including allocation
- Facility Maintenance and Capital projects
- Safety inspections and monitoring
- Hall operations
- Arena Operations



Division Highlights for 2026

26H.4 Lacrosse Turf

- Work with Minor and Jr. B Lacrosse on Agreement and the installation of a turf floor for summer use at the Harry Lumley Bayshore

26H.3 Unit Heaters 2 & 6 Replacement at Bayshore

26H.1 Bayshore Floor Scrubber Replacement

Core Service Bayshore Events

- Home and Lifestyle Show, May 8th Concert, Dirt Road Revival 3 Concert, Hockey Fest, and several tournaments and bookings

Core Service Facility Improvements

- Banquet Hall Painting, Way Finding Signage improvements, Hallway Painting, Dressing Room Painting

Core Service Areas

Manager of Planning & Heritage

Senior Planner (2)

Planning:

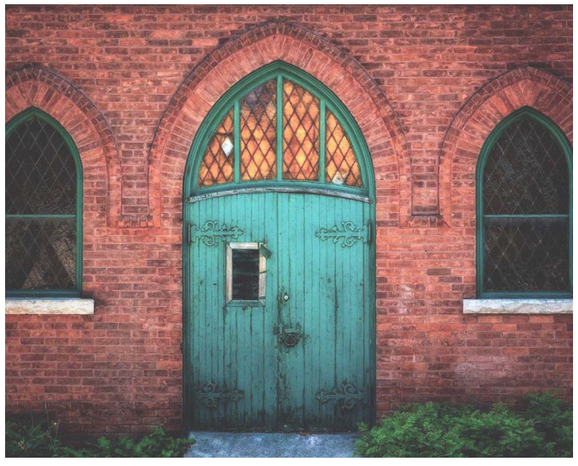
- Development application review:
  - Planning Act applications, including staff-delegated site plan approvals and Committee of Adjustment
  - Building permit, business license, and sign by-law review
- Policy development:
  - Official Plan, Zoning By-law, Community Improvement Plan
  - Community Gardens, Patios, etc.
- Lead Development Team – interdepartmental team that supports development within the City

Heritage:

- City Heritage Register & Permits
- Heritage Conservation & Maintenance Agreements
- City's Cultural Heritage Interpretive Plaques
- Designation of heritage properties

Community Improvement Plan (financial incentive and tax rebate programs):

- Review and process grant applications, including financial incentive program agreement
- CIP budget review and management



Division Highlights for 2026

23A.6 — Implement CloudPermit for Land Use Planning

- For planning applications and property inquiries

24E.3, 1 + 22E.1 — Official Plan, Zoning Bylaw & Urban Design Guidelines Update

- Finalize the project to update the City's Official Plan and Zoning Bylaw and develop new Urban Design Guidelines

Core Service — Policy Development & Maintenance

- Sidewalk Patios, Community Improvement Plan, Community Gardens, Fees & Charges By-law

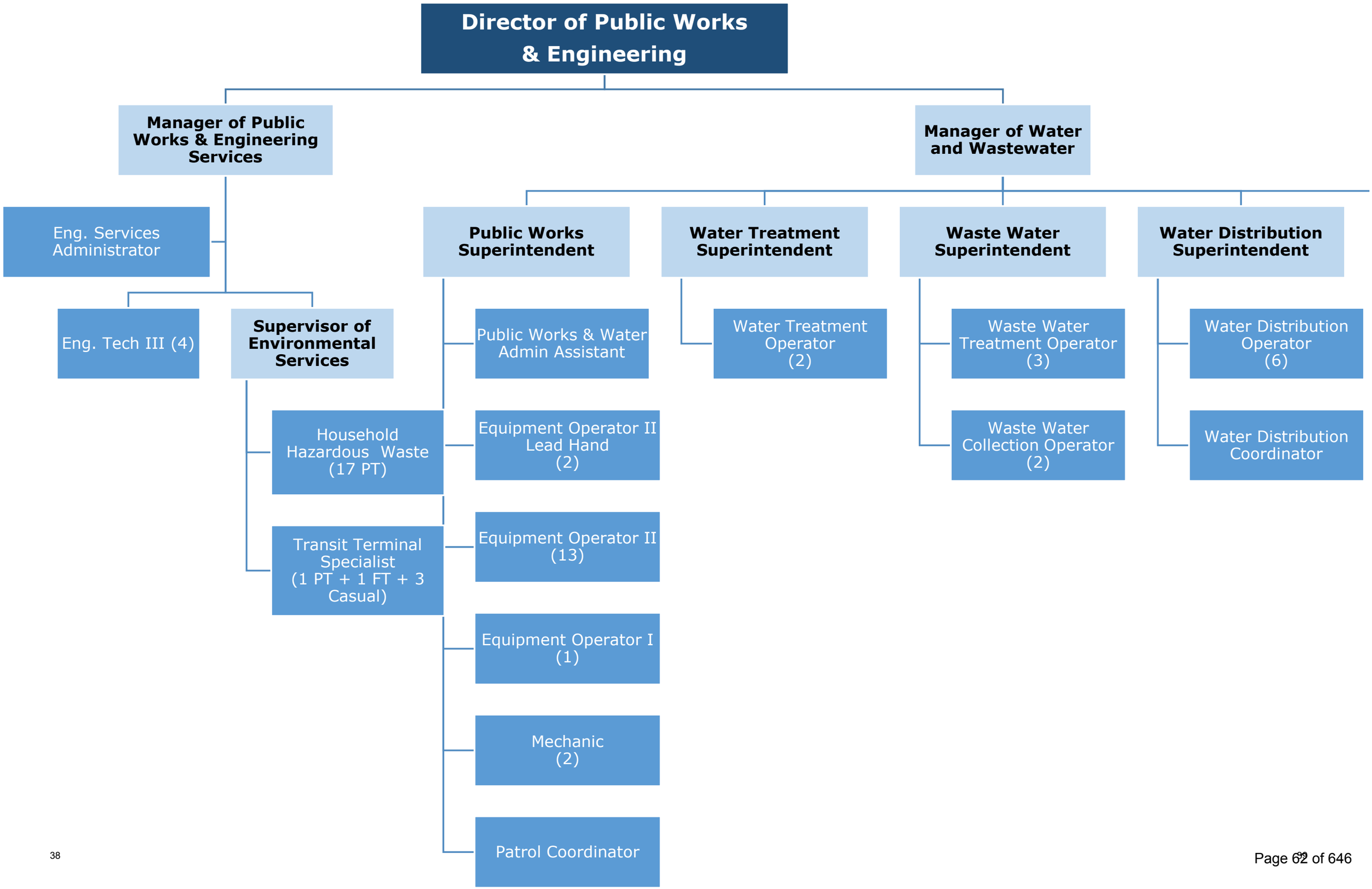
Core Service — Development Application & Development Team Lead

24E.2 — Interpretive Plaque Refresh

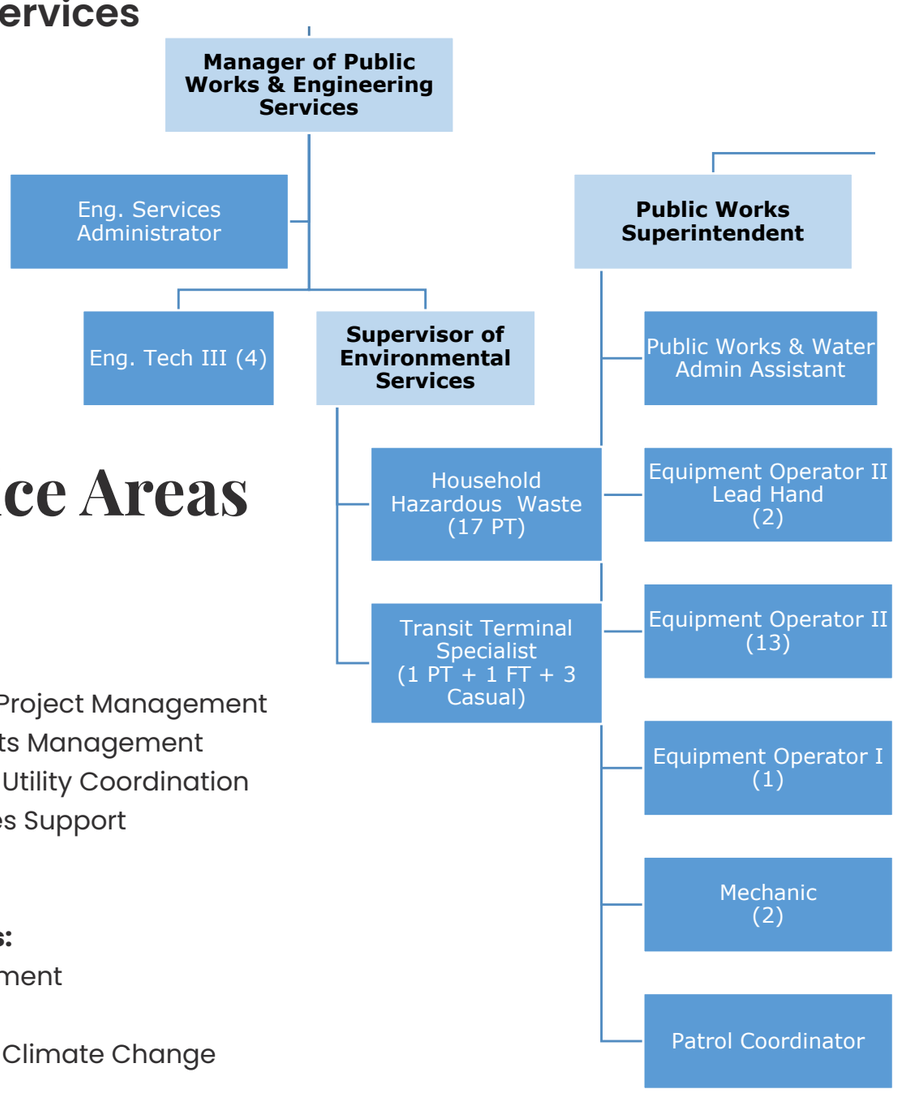
- Update and modernize the Plaques

Organizational Work Plan - City of Owen Sound, 2026

Public Works & Engineering Department



Public Works & Engineering Services



Core Service Areas

Engineering:

- Linear Infrastructure Project Management
- Traffic and Streetlights Management
- Corridor Control and Utility Coordination
- Development Services Support

Environmental Services:

- Solid Waste Management
- Transit
- Renewable energy & Climate Change

Public Works:

- Fleet Maintenance
- Winter Control Maintenance
- Summer Roads Maintenance
- Stormwater collection and conveyance
- General Support



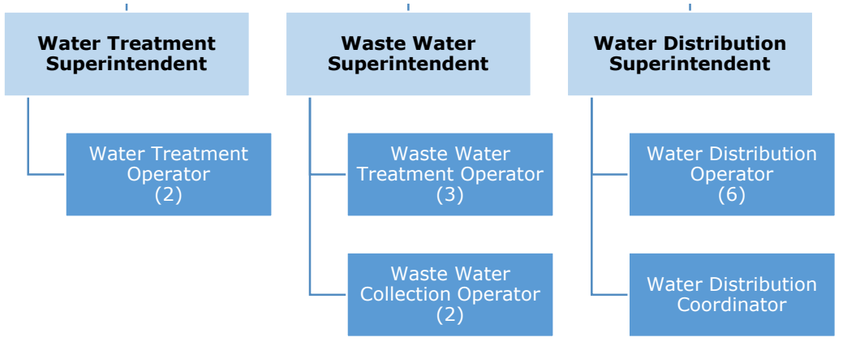
Organizational Work Plan - City of Owen Sound, 2026

Public Works & Engineering Services

Division Highlights for 2026

23P.20	Master Stormwater Management (SWM) Plan and Drainage Study
25P.2	4th Avenue West Reconstruction - Phase 1 - 15th St W to 17th St W
26P.9	Asphalt & Concrete Replacement
25Q.4	Traffic Controller Replacement
OPR-26-051	Winter Maintenance Review (5b1)

Water & Wastewater



Division Highlights for 2026

Water & Water Distribution

WTP 22N.6	Transformer Replacement
26N.6	Electrical Upgrades - Main Breaker
26N.13	Water & Wastewater Capital Needs Assessment
26N.2	Condition Assessment Municipal Reservoir
23N.5	SCADA - Water Distribution (re-scoped to be Easthill Booster, Reservoir and Beattie only)
25P.10	9th Avenue East Phase 1 Rehabilitation - Superior Street to 6th Street East

Core Service Areas

Water & Wastewater:

- Water Treatment and Distribution
- Wastewater Treatment and Collection
- Sourcewater Protection



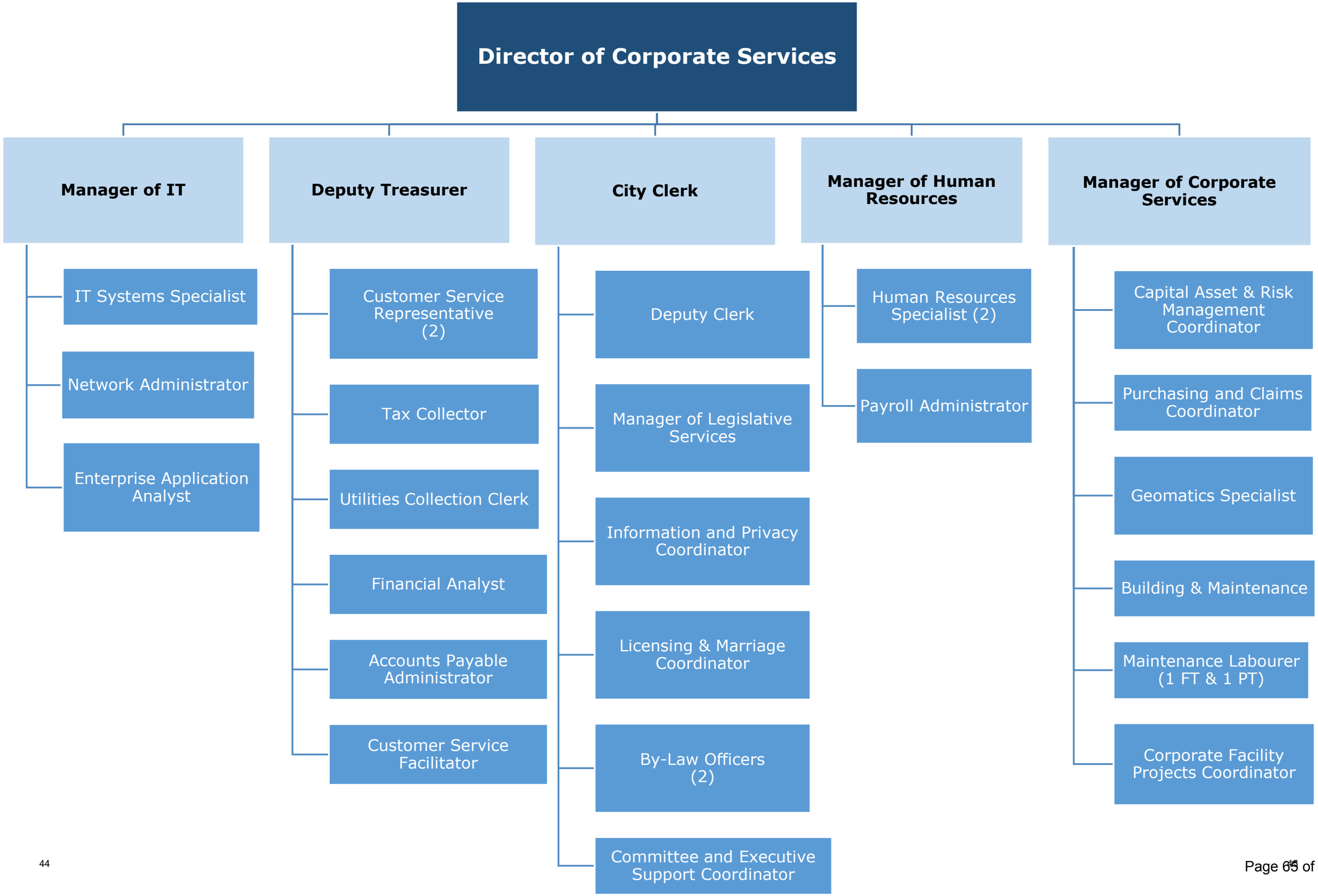
Division Highlights for 2026

Wastewater

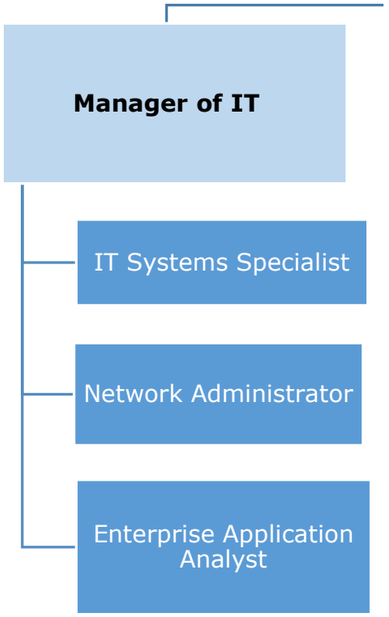
160.4	Stormwater Separation Program
CAP-25-001	16th Avenue East Sanitary Sewer Replacement – 17th Street East to 20th Street East
250.1	Sanitary CCTV (Video) Inspection
260.7	Infiltration & Inflow Monitoring
260.8	11th St. W. (663 -685) Sanitary Repair
220.4	WWTP Intermediate Bar Screens

Organizational Work Plan - City of Owen Sound, 2026

Corporate Services Department



Core Service Areas



Information Technology:

- Network Administration
- Computer Hardware
- Software support
- Cyber security
- Wi-Fi
- Email, phone, and communication infrastructure



Division Highlights for 2026

OPR-26-052	Disaster Recovery Plan for Information Technology
OPR-26-028	Microsoft Teams Implementation/ Optimization (1b1)
OPR-26-057	Information Management (IM) Governance (Beyond Share Phase 2)
25A.3	IT Strategic Review
25A.4	Work Order Management System Worktech Upgrade to Pearl

Core Service Areas

- **Deputy Treasurer**
  - Customer Service Representative (2)
  - Tax Collector
  - Utilities Collection Clerk
  - Financial Analyst
  - Accounts Payable Administrator
  - Customer Service Facilitator

Finance:

- Revenue collection
- Accounts payable
- Financial Reporting and Year-End Audit
- Operating Budget
- Service Owen Sound



Organizational Work Plan - City of Owen Sound, 2026

Finance

Division Highlights for 2026

OPR-26-069	Implement Digital Timesheets using Pearl
25A.6.1	Euna Budget Software - Configuration and Implementation
ERP 26A.6	Software Transformation
Core Service	2025 Financial Audit
Core Service	Continued promotion of Virtual City

Core Service Areas

Clerks:

- By-Law Administration and Enforcement
- Council and Committee Support
- Election
- Records Management
- Downtown Parking Enforcement

City Clerk

- Deputy Clerk
- Manager of Legislative Services
- Information and Privacy Coordinator
- Licensing & Marriage Coordinator
- By-Law Officers (2)
- Committee and Executive Support Coordinator



Organizational Work Plan - City of Owen Sound, 2026

Clerks

Division Highlights for 2026

Core Service	Operationalization of Digital Signature Policy
OPR-26-002	Review of Board and Committee Structure
OPR-26-031	Preparation and Execution for 2026 Election
OPR-26-032	Preparation for 2026 Inaugural Meeting
Core Service	Supporting Policy Reviews across Various Divisions

Human Resources & Payroll

Core Service Areas

Manager of Human Resources

- Human Resources Specialist (2)
- Payroll Administrator

Human Resources & Payroll:

- Recruitment and Retention
- Labour Management
- HR Strategy
- Indigenous Relationships
- Payroll and Benefits
- Health and Safety



Organizational Work Plan - City of Owen Sound, 2026

Human Resources & Payroll

Division Highlights for 2026

Core Service	Collective Bargaining for CUPE unions
OPR-26-064	CrS-HR67 Council/Staff Relations Policy Update
OPR-26-017	Core Competencies for Leaders (1c2) - Succession Management Phase
OPR-26-020	Develop Standard Operating Procedure (SOP) for Overtime (1a4)
Core Service	Wellness Events for Staff

Organizational Work Plan - City of Owen Sound, 2026

Corporate Services & Facilities

Core Service Areas

Purchasing, Asset and Risk Management, & Facilities:

- Capital Planning
- Procurement
- Asset and Risk Management
- Geographic Information System
- Grants Reporting

Manager of Corporate Services

- Capital Asset & Risk Management Coordinator
- Purchasing and Claims Coordinator
- Geomatics Specialist
- Building & Maintenance
- Maintenance Labourer (1 FT & 1 PT)
- Corporate Facility Projects Coordinator



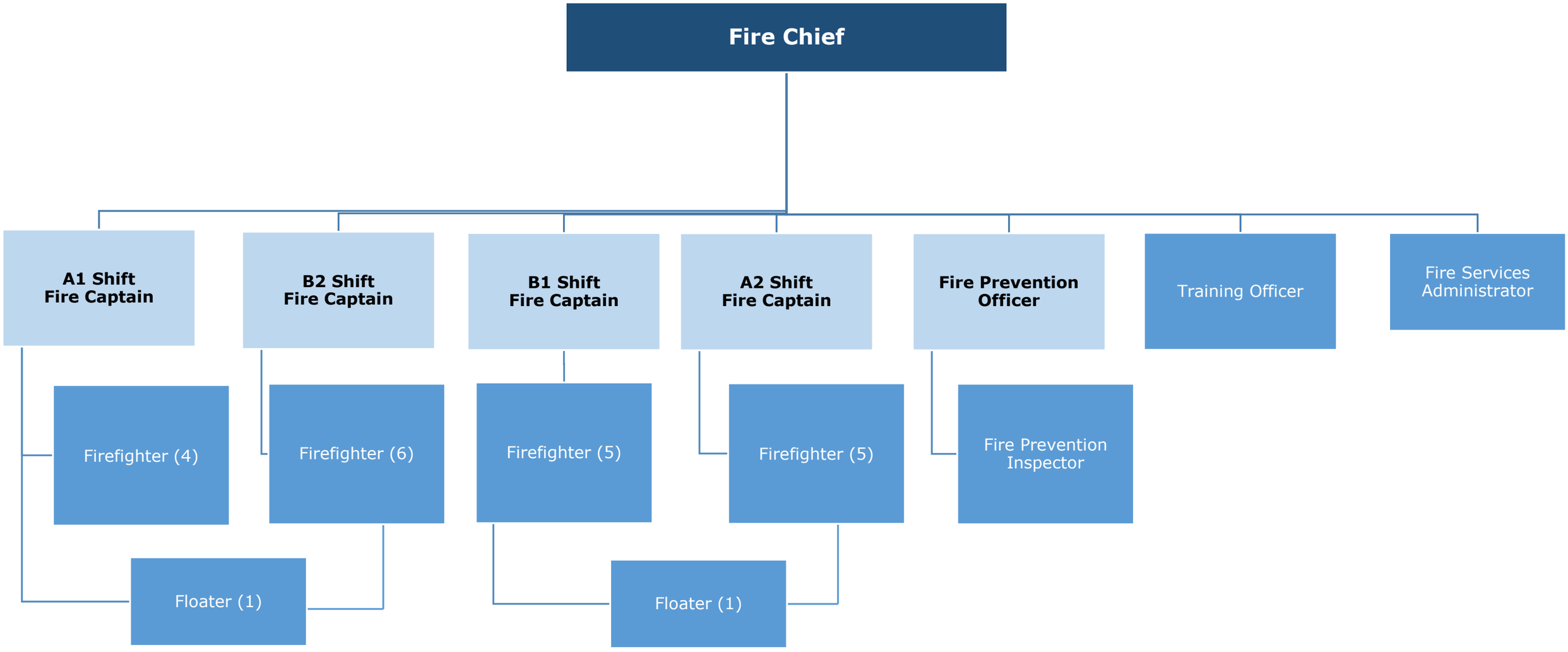
Corporate Services & Facilities

Division Highlights for 2026

Core Service	Operationalization of Asset Management Plan
OPR-26-059	Purchasing Policy Update
26M.9	Farmers Market Public Washroom Rehabilitation
23J.2 – 26J.3	Owen Sound Police Services Facility Projects (9 projects)
26N.12	WTP Building Condition Assessment Implementation

Organizational Work Plan - City of Owen Sound, 2026

Fire & Emergency Services Department





Core Service Areas

Fire & Emergency Services:

- Fire and Emergency Response
- Public Education
- Fire Prevention
- Firefigther Training
- Fire Fleet Care and Maintenance
- Fire Station Care and Mainenance



Organizational Work Plan - City of Owen Sound, 2026

Fire &
Emergency Services

Division Highlights for 2026

26U.4	Water Rescue - Ice Commander Suits
24U.4	Fire Station Renovation/ Expansion - Design Stage
Core Service	Junior Firefighter Camp - Spring 2026
Core Service	Fire Prevention Education & School Visits

Organizational Work Plan - City of Owen Sound, 2026

2026 Projects



The Projects section of the organizational work plan is an alphabetical listing of all projects that will continue from 2025 or be started in 2026.

Although projects are assigned to a single division as the lead for the initiative, staff from other divisions within the department and from other departments within the organization are a critical part of the full network of resources that are required to achieve the expected outcomes. All projects rely on involvement and collaboration with at least one other division, with some requiring participation by staff from all of the divisions across the organization. The resourcing demands for these projects are substantial and the management of the different divisional contributions is complex and challenging.

In total, there are 157 projects in the 2026 Organizational Work Plan.

Project Name	Project Number	Description	Budget
11th St. W. (663-685) Sanitary Repair	26O.8	Identified in 2024 the section of sanitary main on 11th St. W. between 663 and 685 has a significant and lengthy sag creating operational challenges and the infrastructure is no longer functioning as designed. Although there has been no claims to date there is a significant risk of sewer back-ups to residents. The sag is approximately 71m in length with the total length of the sanitary sewer approximately 91m man-hole to man-hole. This section of road is not identified in the 10-year capital forecast so it is unlikely we can wait to align with full re-con.	$125,000
16th Avenue East Sanitary Sewer Replacement – 17th Street East to 20th Street East	CAP-25-001	The existing sanitary sewer along 16th Street East has been previously found to be structurally deteriorated. This degradation is attributed to prolonged chemical exposure resulting from historical sewage discharges upstream. Over time, these chemicals have weakened the pipe material, compromising its structural integrity and long-term performance. The proposed sanitary sewer will be sized to accommodate growth and development in the area.	$1,735,900
16th Street East Pedestrian Tunnel Rehabilitation	25P.13	This pedestrian tunnel is for the multi-use Grey County CP Rail Trail but also serves as the culvert for a 100 year storm event in the West Telfer Creek Branch water course. There is a low-flow storm water culvert east of this location as well. The pedestrian tunnel is showing signs of water and chlorides (from road salt) penetration resulting in concrete spalling in the tunnel soffit (ceiling). The 2024 updated Inspection Report indicates that this tunnel requires a new membrane to be installed on top of the structure together with repairs to the deteriorated sections of the tunnel. A significant portion of the rehabilitation cost may be related to management of traffic for Highway 26/16th St E during construction, depending on the type of repair/rehabilitation. During the design phase of the project, other repair or rehabilitation techniques will be investigated. Engineering design and approvals would be completed in 2025/2026 with construction planned in 2027. As this structure is on the Highway 26 Connecting Link, engineering design, construction and project administration costs may be eligible for up to 90% Connecting Link (CL) grant funding, to a project maximum eligible cost of $3,000,000. Please note that in-house staff costs are not funding eligible. Once the repair and rehabilitation technique is identified and designed, a detailed construction cost estimate can be prepared. A submission for CL funding has been submitted to MTO based on the preliminary estimate indicated on this project detail sheet. It is noted that the project construction cost identified is very preliminary and is subject to the selection of an appropriate rehabilitation technique. The project may be delayed, subject to receiving CL grant funding. 10% of the total eligible costs plus all In-house Engineering (City staff) costs are the City's responsibility. An application has been submitted for Intake 10 Connecting funding starting in 2025 through 2027 inclusive (with all eligible costs submitted by 31 March 2028).	$1,478,821
32nd Street East - Watermain Replacement and PRV Installation East Bayshore to 9th Avenue E	24N.7	Project work will upgrade watermain on East Bayshore Road and 32nd Street East including the replacement of approximately 250 metres of watermain, including asbestos cement watermain, 154 metres of ductile iron watermain and the realignment of approximately 65 metres of PVC transmission main. Project work will also include the installation of a pressure reducing/pressure sustaining valve and chamber. The outcomes of this project will enhance the water system, promote growth, and enable housing. At the intersection of 32nd St E and East Bayshore Road, the trunk watermain will have to be relocated to avoid conflict with other infrastructure. Additionally, reconfiguration of watermain on 32nd Street is required in support of supply security and water quality, for the SkyDev development, and the overall system. This will avoid the risk of failure of this trunk main. This project is 73% grant funded by the Housing-Enabling Water Systems Fund.	$2,409,126

Organizational Work Plan - City of Owen Sound, 2026

Project Name	Project Number	Description	Budget
4th Avenue West Reconstruction Phase 1: 15th St W to 17th St W	25P.2	This project involves reconstructing 4th Avenue West from 15th Street West to 17th Street West, 16th Street West - 400 block and 17th Street West - 400 block. This will be first phase of two phases of the 4th Avenue West reconstruction project. This project will include reconstruction of the 4th Avenue West roadway, replacing all the failing municipal underground infrastructure and fully reconstructing curbs/gutters and sidewalks. The budget also reflects significant infrastructure upgrading in the 400 blocks of 16th St W and 17th Street West. 16th Street West is subject to frequent overland flooding events and storm water management problems that should be addressed as part of this project. An RFP to retain an engineering consultant will be issued in 2025 to produce a detailed design for the entire project. The design of Phase 1 and Phase 2 are reflected in the 2025 Engineering cost. An RFT is anticipated for Phase 1 construction in 2026. The second phase of construction is planned in 2027 (17th St W to 20th St W). The 2027 column costs include Engineering administration costs during the two-year maintenance period. Phase 2 Construction has been identified as a separate project and detail sheet.	$5,950,000
8th Street Retaining Walls - Replacement or Removal - 700 Block	23P.3	This project involves replacing four existing low height concrete or concrete and stone retaining walls that are located on the City's road allowance and are in poor condition. One of these structures, fronting 754 8th Street East, is in very poor condition and has become unsightly. While a complete failure of these walls would not jeopardise any road or private property structures, their disintegration is creating potential hazards to those using the adjacent sidewalk. There was some question as to whether these retaining walls were constructed and owned by the City. No Engineering records exist that would indicate when or by whom they were constructed. However, based on the consistent nature of their construction and 2016 as-built drawings for 8th Street Reconstruction that confirm some of these structures are in the City's road allowance, further investigation was undertaken. Clerks Division staff found no encroachment agreements in City records and a completed title search did not produce any documents to indicate private ownership. It was concluded that they are owned by the City. Removal of some or all of these walls and regrading to a maintainable slope back to the property line or possibly onto private property and/or vegetating steeper slopes, where possible, will be investigated as a preferred alternative to replacing the retaining walls.	$115,000

Project Name	Project Number	Description	Budget
9th Avenue East - 20th St E to 23rd St E Reconstruction	25P.12	The budget in 2025 and 2026 includes Engineering design and approvals to be completed by a Consulting Engineer for engineering services related to the full scope of the reconstruction and upgrading of 9th Avenue East road and sidewalk infrastructure from 20th Street East (including intersection improvements) to 23rd Street "A" East as well as other required existing storm water management infrastructure upgrades. Note: The budget cost estimate does not include traffic signals installation at the 20th St E intersection, if warranted. The Consulting Engineer will be retained by to mid-2025 with design and approvals completed in 2026 to allow for tendering in early 2028, should the City be successful in obtaining Housing Enabling Core Servicing Stream grant funding, anticipated to be 50% of road and road related eligible costs. This project's scope (tentatively planned for 2027 construction) is as follows: 1. Reconstruct 9th Avenue East from 20th St E to 23rd St E to the approved collector road cross-section including two vehicle lanes, two bike lanes (no on-street parking), concrete curb and gutter, concrete sidewalk on both sides of the road and potential upgrading of street lighting (not included in budget estimate). 2. Upgrade the 9th Ave E/20th St E and 9th Ave E/23rd St E intersections to improve traffic control, pedestrian use/accessibility and cycling facility. 3. Replace 175 m of existing AC Industrial Pressure Zone (IPZ) watermain from 20th St E to 21st St E and 160 m of existing AC IPZ watermain south of 23rd St E (intervening watermain was replaced in 2022). 4. Upgrade the storm sewer on 9th Ave E from 23rd St E to 23rd St "A" E. 5. Upgrade the storm sewer on 8th Ave E from Odawa Heights to 21st St E. 7. Construct temporary storm water infiltration trench, if required, on 23rd St E, west of 8th Ave E. Alternatively, construct storm sewer on 23rd St E from 8th Ave E, westerly, then southerly along 6th Ave W to the existing road terminus, at developer's expense (as part of a subdivision development) with City to pay storm sewer oversizing cost. Note: The budget cost estimate does not include this cost as it is unknown which alternative will be available at the time of construction. 8. Construct a concrete sidewalk on 8th Ave E - 20th St E to 23rd St E.	$9,741,875

Organizational Work Plan - City of Owen Sound, 2026

Project Name	Project Number	Description	Budget
9th Avenue East Phase 1 Rehabilitation - Superior Street to 6th Street East	25P.10	This project involves replacing existing City infrastructure together with rehabilitating or reconstructing the 9th Avenue East (Highway 6/10) road. The primary focus of the project is to improve municipal water security of supply to part of the East Hill Pressure Zone and all of the East Hill Reduced Pressure Zone as well as improve the roadway infrastructure. Before the watermain on 9th Avenue East can be replaced, the new East Hill Pressure Zone "looping" watermain will have been constructed in two phases on an existing City owned corridor and private property easements east of 9th Avenue East first (Project 22P.7). Phase 1 (existing corridor) was completed in 2023. Phase 2 (easements) was completed in 2024. The project Design or Engineering would be completed in 2025 with construction in 2026. This project has received Connecting Link Intake 9 funding approval. The intended scope is as follows: - Replace the existing municipal watermain and appurtenances - Construct a new sidewalk on the east side of 9th Ave E from Superior St to the existing end of sidewalk - Replace/repair deficient sanitary sewer The following components would be Connecting Link funding eligible: - Replace the existing storm sewer or rehabilitate, if appropriate - Rehabilitate the road and road related structures, replace existing sidewalk as required and replace storm water infrastructure In-house Engineering and Design or Engineering budget in 2025 is addition to $125,000 approved in 2024. Water and wastewater related costs and In-house Engineering are not eligible for CL funding. The funding sources for the total of $250,000 in Engineering cost will be: Taxation - $120,000, Water - $120,000, Wastewater - $10,000. Design or Engineering, Construction and Contingency budget amounts in 2026 are for construction contract administration, inspection and materials testing costs during the construction period. These are the Connecting Link (Intake 9) eligible costs with the exception of water and waste water related costs. In-house and Design or Engineering budget amounts in 2027 are for the two-year maintenance period and would be incurred in 2027 and 2028. These costs will not be CL funding eligible. The Engineering design was started in 2024 after the CL funding was confirmed and will advance through 2025 to have the project tender ready for construction in 2026 as the CL Intake 9 eligibility period ends 31 March 2027.	$6,145,300
Animal Control Facility - Roof Replacement	25K.2	The OS Animal Shelter was constructed in the 1990s. As identified in the 2022 Facility Condition Assessment, the existing asphalt single roof is in need of replacement. The roof will be replaced with a steel roof. The funding source for this project is the Animal Control Reserve.	$40,000
Animal Control Facility - Unit Heater Replacement	24K.5	The Animal Control Facility is in need of a new unit heater. The current heater is at the end of its service life. Staff will retain a qualified contractor to provide and install a new, more energy efficient unit.	$8,000
Animal Control Facility - Windows and Doors	25K.1	The OS Animal Shelter was constructed in the 1990's. As identified in the 2022 Facility Condition Assessment, the windows and doors, which were installed when the facility was constructed, are in need of replacement. It is also recommended that interior painting be completed at the same time as the windows and doors are being replaced.	$50,000
Annual Organizational Work Plan (4a3)	OPR-26-011	The City is looking to ensure that the planned work and allocated resources align with the City's strategic plan, Official Plan, master plans and legislated requirements and ensure that work is coordinated across divisions and departments. By strengthening the work plan process, the City will: • Strengthen integration across functional work areas by identifying resource requirements and providing role clarity on initiatives • Enhance clarity through setting achievable goals and strengthen accountability towards the achievement of strategic projects • Communicate intent with Committee and Council to gather feedback and provide an opportunity to ask questions • Enable measurement of success of completion of planned initiatives	$0

Project Name	Project Number	Description	Budget
Asphalt and Concrete Replacement	26P.9	Annual program to rejuvenate hot mix asphalt surfaces and maintain the expected service life of roads throughout the City. The project also includes the replacement or rehabilitation of concrete structures associated with asphalt resurfacing including catch basins, maintenance structures, curb, gutter and sidewalks.	$700,000
Assessment Base Management Tracking and Policy	OPR-26-012	Develop a policy which will protect the City's tax assessment from the negative impact of inequitable tax write-offs.	$0
Billy Bishop Museum (BBM) Interior Rehabilitation	25M.11	The Billy Bishop Museum (BBM) was constructed in 1884. The interior of the BBM requires ongoing repair and maintenance. There is a partnership between the City and the BBM for the research, contracting and element details of the project. The interior repairs do not require a heritage permit, but any work that is scheduled to be complete on the exterior requires a permit. The repairs will be complete by a contractor that has a specialty in heritage preservation. Scope of work includes, but is not limited to, lead paint abatement, plaster repairs, trim restoration and preservation of other heritage features.	$15,000
Bereavement and Gifts Policy Review	OPR-26-015	Review and update of the bereavement and gifts policy	$0
Billy Bishop Museum (BBM) Verandah	23M.10	The Billy Bishop Museum (BBM) was constructed in 1884. It is listed on the City's Heritage Registry. Elements of the front porch are original and have been maintained over the years. The porch began to settle over the last few years. City staff worked with an engineering firm to inspect, adjust and secure the porch to almost level, without compromising the structural integrity. The porch requires maintenance and replacement of steps, verandah, railings and facia. A heritage permit will be obtained prior to work commencing.	$80,000
Bunker Gear Replacement	26U.2	NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting requires replacing PPE assets every ten years or as needed. This is a multi-year, recurring annual project (every year replacement of Bunker Gear is required). 2026 - Assets requiring replacement include: 4 x bunker gear replacements 3 x replacement boots 25 year - PPE replacement schedule has been created and updated yearly. This document will forecast future replacement needs. This project is a recurring yearly project, indefinitely. Funding is from fire bunker gear reserve.	$42,000
Cathodic Protection Rehab	26N.8	Replacement of Cathodic Protection on large diameter critical ductile iron trunk watermains. This slows/eliminates corrosion via an electrochemical process whereby the anode decays instead of the main. However, the anodes were all installed in the early 1990's and are now at the end of their useful life, as determined by a cathodic protection survey undertaken in 2013 which measured the remaining electrochemical protection. In some cases the trunk main can be cathodically protected without disturbing asphalt but in many cases some limited asphalt disturbance will be required. The City continues to follow the multi year program to protect watermains as laid out in 2013. Annual project.	$310,000
Clarifier Mechanical Maintenance	26O.3	Clarifier Mechanical Maintenance is required on an as-needed basis as wear and tear on the components progresses, but typically significant work is required every 3 to 5 years. Wear strips for clarifier 4 or others as needed.	$50,000

Project Name	Project Number	Description	Budget
Cloud Based Solutions for Digital Timesheets, Work Orders, Asset Management and HRIS (2a1)	OPR-26-016	Investigate cloud-based solutions that will advance the IT needs assessment timeline for a digital timecoding solution that is integrated with Asset Management, Work Order, and HRIS systems. The purpose of this project is to explore and investigate cloud-based solutions for a digital timecoding system. The project aims to identify the feasibility, advantages, and potential challenges associated with utilizing cloud technology to enhance and streamline the current timecoding processes. • Process mapping of current process • Research and evaluate digital options for current and future options • Security and compliance assessment • Integration with existing or future systems • Streamline the processes across the organization The project will focus on investigating cloud-based solutions for the digital timecoding system. It will not involve the actual implementation of the new system but will provide detailed recommendations and findings to guide future decisions. Considerations to include: • Ability to see current live/realtime banks for staff • Align pay period dates between full time and part time staff • Compatibility with work order systems, stock, invoicing, fuel entry etc. • Works with "Blue sheet" vehicle policy • Booking vacation and time off on live/realtime • Look into the approval process of timesheets • Establish consistent rules across the organization • End user training and how to use the product in full use, as well as ongoing training with ALL staff on a quarterly bases • Making sure there is proper technology to accommodate under the ADOA • Consider the visibility and access to the end user • Look into scheduling modules in system	$0
Cloudpermit - Planning (2b4)	23A.6	The City will be implementing a cloud based permitting software system that will be used across the organization. By having this software available staff and the public will be able to use mobile technology to submit, track and follow the permit process together. With using this software the City is able to track and follow every project, monitor that processes are being applied and completion statuses are accurate.	$250,000
CN Station Caboose Roof and Siding	25M.6	The Railway Caboose is currently owned by the City and is used for artifact display by the Waterfront Heritage Committee (CWHC). It is located on the rail tracks to the north of the Dining Cart. The Dining Cart is owned by CWHC. The Caboose requires a new roof and exterior repairs/repainting. The City is responsible for the building components involved in this rehabilitation and will then transfer ownership to the CWHC in accordance with the 2022 lease agreement for the facility. Funding for this project will be taken from the capital reserve. Any donations received will offset the amount to be taken from this reserve.	$25,000
Commemorative Forest Central Monument	23D.14	In 2021 the City initiated a Commemorative forest program to support tree planting throughout the parks system to optimize the health of our urban canopy by ensuring tree species and locations are selected by qualified professional Arborists. The new program includes a commitment to construct a central monument where program participants can be recognized. Through resolution CS-210217-004, Council directed staff to design and construct a central monument for this purpose. A central monument would be located at the base of the Harrison Park Ski Hill as per report CS-22-122 - Commemorative Forest Monument Proposed Design, Location and Next Steps. The design of the monument may include timber, red brick or stone, wrought iron and planted elements to ensure it complements the aesthetic of the Cemetery. A landscape design would be presented to Community Services Committee for review and recommendation prior to seeking quotes for construction.	$20,000

Project Name	Project Number	Description	Budget
Communication Policy Review	OPR-26-022	Communications Policy Review including revising existing policies into one policy. current policies: Electronic Mail (internal and external) CMA35, Written Communications CMA and Staff Social Media Posting Policy CMA60 Will also include finalization of CE006 Website Disclaimer Policy	$0
Community Hall Accessible Parking and Decorative Light Infrastructure Upgrade	24D.5	In 2021 the Harrison Park Hall received an interior renovation focused on accessibility improvements. This capital would be used to improve the parking lot and access junction for the building by repairing failed asphalt at the parking area entrance and adding paved accessible parking spaces proximate to the facility.	$55,000
Community Impact Lab	OPR-26-067	Establishing an innovation resource hub known as a Community Impact Lab in collaboration with external partners.	$0
Computer Capital - Mobile Tech/Staff Cell Phones	26A.1	This project provides for the replacement and purchase of smart phones, cell phones, and other mobile devices in support of Project 2b3 – Mobile Devices Policy (AF014). It includes both the regular replacement of existing hardware in accordance with the City's standard life-cycle and the addition of new devices required to expand access for staff whose roles now include mobile connectivity. Mobile technology allows field and operations staff in divisions such as Public Works, Parks, and Water/Wastewater to access corporate systems, complete work tasks, communicate in real time, and receive important updates. Regular replacement and expansion of the mobile fleet helps avoid unplanned repair costs, service delays, and productivity losses caused by hardware failure. Repairs are often time-consuming and costly, and in many cases approach the cost of replacement. Maintaining a planned replacement cycle minimizes downtime, ensures reliable communication, and avoids the higher costs associated with emergency replacements or repeated repairs.	$94,200
Computer Capital - New Council Equipment (Councilor & Mayor Ipad/Computer)	26A.2	Replacement of hardware for new Council for meeting management, agendas and communication. Based on a standard replacement cycle ensuring staff and Council have reliable hardware for the delivery of services. Hardware has higher incident of failure due to their constant use, repairs are both time consuming, impacting staff ability to deliver services and to effectively communicate. Also repair cost are often equivalent to replacement costs.	$28,900
Condition Assessment Municipal Reservoir	26N.2	As per the City's DWQMS Operational Plan, the reservoir is due for inspection every 8 years. This is completed using a remotely operated vehicle to inspect the inside of the reservoir, without having to drain it. The walls, columns, and floor are inspected for any abnormalities and a report is provided on the overall condition. ROV inspection	$20,000
Core Competancies for Leaders (1c2) - Succession Management Phase 1	OPR-26-017	Identify leadership competencies and implement for leaders across the organization	$0
Council Orientation	OPR-26-068	Develop and deliver an orientation for members of 2026-2030 term of Council	$0

Project Name	Project Number	Description	Budget
Cross Connection Control Program	22N.1	Cross Connection Control Programs have been initiated in many communities in order to ensure that all Commercial, Institutional, and Industrial facilities meet the current backflow preventer requirements for the current Building Code, to prevent backflow and contamination of the City water system. The site surveys of 500 Industrial, Commercial, and Institutional sites indicated a substantial level of effort is required to achieve compliance. Plans to implement in 2020 and 2021, starting with the hiring a backflow prevention coordinator, were deferred in 2020 due to Covid : The position requires on site inspection of each location. In early 2022, the final bylaw was passed, the Backflow Prevention Coordinator was hired, and work has begun. Older City-owned facilities are a priority, as well as higher-risk connections at Industrial, Commercial, and Institutional locations.	$250,000
Cross Connection Control Program	26N.10	Ongoing maintenance of the Cross Connection Control Program initiated in 2022 to prevent backflow and contamination of the City's water system.	$20,000
CrS-C41 Alt member of County Council Policy Review	OPR-26-071	Review and update CrS-C41 Alt member of County Council	$0
CrS-HR25 – recognition of past members of council Policy Review	OPR-26-070	Review and update policy CrS-HR25 – recognition of past members of council	$0
CrS-HR67 Council/Staff Relations Policy Update	OPR-26-064	Update Council Staff Relations Policy	$0
Develop Standard Operating Procedure (SOP) for Overtime (1a4)	OPR-26-020	Develop a process to ensure that overtime is assigned consistent with the collective agreement across work groups	$0
Development of HR023 Equity, Diversity and Inclusion Policy	OPR-26-066	Development of HR023 Equity, Diversity and Inclusion Policy	$0
Digester Cleanout	24O.3	The digestor, with a capacity of about 2000 cubic metres receives the biosolids from the clarifiers at the WWTP, and provides additional treatment, and produces biogas, prior to being stored on site in the two storage tanks, then land applied. Approximately every five years deletrious materials in the digestor must be cleaned out to allow for proper tank operation, especially the biosolids pumps and mixing system. Otherwise rags and other materials begin to clog those components, which could result in digestor failure. During the down time of the digestor the gas compressor should be refurbished or replaced. Budget was adjusted according to to accommodate this recommendation Currently such clogging events are accelerating in frequency.	$350,000

Project Name	Project Number	Description	Budget
Disaster Recovery Plan for Information Technology	OPR-26-052	This Disaster Recovery Plan outlines how the organization will restore critical IT services and data following a major disruption. Its purpose is to minimize downtime, protect essential systems, and ensure continuity of key services for our staff, partners, and community. The plan defines priority systems, recovery time expectations, roles and responsibilities, and clear procedures for responding to incidents such as cyberattacks, system failures, or natural disasters. It also establishes communication protocols and coordination processes to support effective decision-making during an emergency. Regular testing and updates ensure the plan remains reliable and aligned with organizational needs. Overall, this DRP provides a structured, practical approach to maintaining resilience and ensuring the organization can continue delivering essential services during and after an IT disruption.	$0
DRP Phase 2 - 1st Ave E (900 Block)	22C.2	This is the second of four phases of construction to implement the Downtown River Precinct plan. This project and budget will be focused on the road and surface infrastructure reconstruction within the City's road allowance on 1st Avenue East - 900 Block. The project will rehabilitate the roadway, construct new sidewalks/multipurpose/ streetscaping areas along the east side of the road, improve drainage/storm water management and include the installation of new decorative lighting in accordance with the approved River Precinct/ River District and/or former Big Dig specifications that will inform the site specific design criteria. An additional allowance has been made to landscape the Crown Patent lands on the west side of 1st Avenue East. The City has recently replaced/upgraded/constructed new watermain as part of local development, the Horseshoe Watermain Upgrading and 10th Street Bridge Replacement projects. The 60 year old East Side Wastewater Interceptor Sewer was visually and video inspected and found to be in very good condition. Therefore, the project will involve mostly surface municipal infrastructure. There may be other utility plant replacements or new installations for non-City owned services.	$2,010,000
Electrical Upgrades - Main Breaker	26N.6	This funding is to support main breaker replacement and other related electrical works in preparation for future transformer replacement.	$200,000
Euna Budget Software - Configuration and Implementation	25A.6.1	Implement EUNA budget softwear to replace historic excel based budgets. This will form the foundation for a future of service based budeting and cost allocation.	$50,000
External Communications Strategy - Development	OPR-26-001	The purpose of Owen Sound's External Communications Strategy is to provide a guiding document to support communications best practices, as well as identify, develop, and implement communications-related procedures, align with City policies, and provide overall strategic communications direction and tactics. The intent is to outline goals and tactics to help reach said goals that are mutually beneficial for city staff and officials, as well as city residents and stakeholders. The scope of the Strategy's influence is to guide clear and consistent outgoing messages from City of Owen Sound staff and Councillors. It will not aim to influence what other sources may be writing about City activities, nor will it aim to guide what residents bring forward to the City. The External Communications Strategy will work to support the already-established Community Engagement Policy and Framework. Where the Engagement Framework defines levels of engagement and what should be required for certain projects (through the assessment tool), the Communications Strategy should support the engagement efforts by building channels that reflect the engagement goals, clearly outlining the why and how the public can engage, working to reach underserved groups for better representation in engagement, and closing the loop on what was identified within the engagement process.	$0

Project Name	Project Number	Description	Budget
Farmers Market Public Washroom Rehabilitation	26M.9	The renovation of the existing public washroom at the Farmer's Market Building was approved by Council in October 2025 in response to requests from the community about increased access to public washroom facilities in the downtown area. The existing washroom has many components that are at the end of its useful life and must be replaced in order to withstand increased use. The City will improve accessibility features including a new door into the space and will rehabilitate/replace existing walls, fixtures, and floors to create a more modern and accessible space. Staff are investigating the use of technology to maintain safe and clean access to this facility.	$75,000
Find My Bus app Integration with Google	24R.2	A "find my bus" app allows users to conveniently track the location of their bus in real-time. Developing a database of service information according to the General Transit Feed Specification (GTFS) would allow Owen Sound Transit to work with information providers such as Google Transit to provide scheduled or real time transit information via online maps. This information would then be made publicly available to app developers to create a "Find my Bus" type of app. This type of technology was recommended under the communication section in the most recent Transit Study. Benefits of a "Find by Bus" type of application includes: • Helping commuters plan their journeys more efficiently, better managing their time by knowing when their bus will arrive and reducing the time spent waiting at the bus stop. • Knowing the real-time location of a bus can contribute to passenger safety by preventing people from prolonged exposure to extreme temperatures • A "find my bus" app encourages the use of public transportation. This can help reduce the number of private vehicles on the road, leading to decreased traffic congestion and lower carbon emissions, thereby contributing to a cleaner and greener environment. • A "find my bus" app can be particularly valuable for individuals with mobility challenges or disabilities. It allows them to plan their trips more effectively, ensuring they can reach their destinations with minimal hassle and inconvenience.	$22,500
Fire Station Renovation/ Expansion - Design Stage	24U.4	The Fire Station was constructed in 1974 and has undertaken some lifecycle repairs throughout its lifespan. The facility is now at the stage that significant investment is required but must be weighed against the potential for expansion to ensure that the delivery of services from the facility can be maintained for the next 50 years. The preliminary design of the building will take the 2023 Facility Condition Assessment, which assigned a Facility Condition Index (FCI) of 43.2% or critical, and provide an internal space needs analysis, to a architect/construction management firm to design an update facility that will meet the needs of Fire Services. The project will include a focus on energy conservation and other construction options to reduce the environmental footprint of the facility and to find operational efficiencies. The completion of design will provide Council with the updated construction costs and will also allow for the submission of applications for third party grants.	$400,000
Floor Scrubber Replacement	26H.1	This project would see the replacement of the Advanced Floor Scrubber purchased in 2011 at the Bayshore Community Centre, and become the lead scrubber for the facility. These floor scrubbers are used daily to scrub the tile floor, skate tile and during the summer months the arena concrete slab floor for lacrosse. - The lead scrubber purchased in 2017 would move into service for the upper arena bowl concourse, with the 2011 floor scrubber being taken out of service. - These scrubber have a useful life of 10 years. - Replacements of this equipment ensures a clean and safe facility for users, and continued positive service delivery.	$20,000

Project Name	Project Number	Description	Budget
Flow Meter Replacement - Backwash and Industrial	26N.14	Replace two (one 18" backwash and one 10" Industrial POE) outdated, unreliable strap-on ultrasonic flow meters with magnetic flow meters. Current instrumentation is out of date and provides inconsistent/inaccurate flow measurements. Industry standard is magnetic flow meters for durability, accuracy, ease of use and process piping forgiveness. Costs associated with this project are for the supply of standardized flow meters that are consistent within the plant and the costs associated with construction are for the fabrication and installation of associated spoil pieces, air relief valves, isolation valves, hardware and programming. Consider adding raw water flow meters. Ultrasonic flow meters are out of date and need replaced.	$120,000
FS19 Tax Collection and Billing Policy Review	OPR-26-062	Update tax collection policy and procedures	$0
FS22 Reserve and Reserve Fund Policy Review	OPR-26-063	Update reserve and reserve fund policy	$0
Greenwood Cemetery - BAO License Update for Columbarium	25D.17	The Greenwood Cemetery Master Plan detailed that 62% of services at Greenwood Cemetery are cremated remains, and inurnment in a columbarium continues to be a preferred option. Greenwood Cemetery is required under the Funeral, Burial and Cremation Services Act, 2002 to generate required documentation to support obtaining approval for the creation of new inurnment/interment lots. Greenwood Cemetery has seen a dramatic increase in cremations and is looking to expand its columbarium niche inventory to meet the growing demand. There are five existing columbariums with a total of 560 niches. The existing inventory of columbarium niches is quickly filling up with less than 94 remaining. This capital project will engage a landscape architect and a licensed surveyor to generate drawings to accurately reflect the configuration of the existing two columbarium areas and develop a new third columbarium area to accommodate growing demand for this type of inurnment lot. The documentation required is as follows: a. Survey of existing two columbarium areas to reflect built condition, b. Complete the design of the second columbarium area (west of Mausoleum) to reflect columbarium expansion and integrate upright marker cremation lots and scattering lots, and c. Generate design for new third columbarium area and carry out survey to delineate lot layout. Columbarium area will also accommodate upright marker cremation lots and scattering lots. The required documentation will be provided to the Burial Authority of Ontario for approval of new inurnment/interment lots.	$50,000
Greenwood Cemetery Chapel Design, Tender and Construction	22D.74	The Greenwood Cemetery Chapel, built in 1900, has been left unused for many years. As a part of the Greenwood Cemetery Master Plan, it is to be restored to provide space for services and indoor columbaria. Report CS-20-155 detailed the rationale and business case to support this project. An RFP engineering and design work were posted in the fall of 2021, for early 2022 completion. The design will be used as the basis for restoration and construction to be completed in 2022.	$425,000
Greenwood Office - Windows and Doors	25D.4	The Greenwood Cemetery Office was constructed in 1901. In an effort to maintain the exterior building envelope staff are proposing to replace the existing doors and windows. Staff will consult with the Planning & Heritage Division as Greenwood Cemetery facilities are designated under the City's Heritage By-law.	$25,000
Grey County Urban Roads Transfer	OPR-26-024	Administrative and operational planning associated with proposed downloading of Grey County Roads within the jurisdictional boundary of Owen Sound. Will involve but is not limited to ensuring consistency of GIS and asset data, updating operational and maintenance plans and strategies to include the new assets and responsibilities, determining impacts on staffing and budgets.	$0

Organizational Work Plan - City of Owen Sound, 2026

Project Name	Project Number	Description	Budget
Harrison Park - Naturalization of Bird and Waterfowl Area	27D.9	The 2024 Harrison Park Master Plan includes a number of recommendations that focus on the naturalization of a portion of the former bird area not required to support an appropriate swan population (based on habitat needs of swan). The naturalization effort will focus on the use of native plant species that will thrive in the river floodplain that attracts pollinators, native birds and other wildlife species. A donation has been received that will be utilized to undertake the development of a restoration plan. This capital project will focus on the development of a restoration plan and the implementation of the plan. A portion of the bird enclosure area will be transitioned to a natural state that will support a diverse native bird and wildlife population.	$37,000
Harrison Park Storage Bay Roof & Siding Replacement	26D.5	The Harrison Park Work Area Storage Bay siding is constructed of wood and is beginning to fail. The deterioration is allowing for moisture to infiltrate into the structure of the building and will lead to significant structural damage. The existing roof is steel and appears original to the building. Staff do not believe the existing surface can be repainted in its current state.	$40,000
Harrison Park Workshop Staff Area Rehabilitation	26D.7	This area is where staff convene in the morning, lunch hour, and at the end of the day and is well utilized. The space is in need of rehabilitation including the replacement of the existing cabinets and appliances, painting, and replacement of tables and chairs.	$25,000
HP Ponderosa Siding and Screen Replacement	24D.13	The Ponderosa is the main washroom for the Harrison Park Campground. The facility is fully accessible, with bathrooms and showers for our camping patrons. The exterior is mainly brick with wood cladding on the gable ends. This cladding is removable in the summer months to improve airflow throughout the building. The wood is rotten, and the screens are damaged and allow insects into the building. A heritage permit will be taken out for this work.	$10,000
HR018 Dress Code and Addition of Scent free HS122 Policy Review	OPR-26-064	Update Dress Code and Scent Free Policy	$0
I & I Flow Monitoring	26O.7	Infiltration and Inflow is a major concern in wastewater collection systems. Higher flows are generally as a result of poor historic practices, aging infrastructure, drainage deficiencies and severe weather events are all contributing factors to increase treatment process volumes and environmental sensitive by-pass events. This flow monitoring study will allow us to identify key areas of I&I to plan and prioritize collections system maintenance and upgrades. The city has a good updated model and sufficient experience to determine monitor locations. $50000 will support the installation of 5 temporary flow monitors and $10000 for the consultant to analyze data and complete a report. These reports will be used overall servicing studies and priorities capital improvements	$60,000
Implement Digital Timesheets using Pearl	OPR-26-069	Implement a digital timesheet solution for staff using Pearl in alignment with the rollout timing of mobile devices	$0
Information Management (IM) Governance (Beyond Share Phase 2)	OPR-26-057	Using an internal committee, define a city-wide information Management (IM) governance framework aclarifying the purpose and proper use of M365 tools, develop and approve standard metadata, folder structures and permissions and create a long term change management and training plan for sustained adoption	$0

Project Name	Project Number	Description	Budget
Instrumentation Replacement	26N.5	Instrumentation within the facility ranges from computer related components to analog input/output cards, digital input and output cards, PLC processors, network cards, network cabling, fibre optics, power supplies, relays, and backup power (UPS). These devices are important for meeting regulatory requirements and keeping equipment within its lifecycle is critical. To change out everything at the same time can be a challenge, so staged approaches to change out components is a preferred option. The main Plant PLC was upgraded in 2012, including a number of associated components. For the continued ongoing success with the computer architecture, these components will need to be replaced as needed. Low lift chlorine analyzer and Beattie chlorine analyzer	$30,000
Internet Access and Acceptable Use (CMA36) and Electronic Mail (CMA35) Policy Review (Development of AF017 – IT Acceptable Use Policy)	OPR-26-026	This project updates and consolidates the organization's Internet Access, Acceptable Use (CMA36), and Electronic Mail (CMA35) policies into a single modern policy: AF017 – IT Acceptable Use Policy. AF017 reflects current technology, cybersecurity requirements, and information-governance standards, providing a clearer and more streamlined framework for staff use of Information and Communications Technology systems. The new policy strengthens protection against cyber threats, improves guidance on responsible digital behaviour, and ensures compliance with legislative and regulatory obligations. By replacing two outdated policies with one comprehensive and simplified document, the organisation reduces complexity, enhances consistency, and supports a safer and more accountable digital environment for all users.	$0
Intranet ReDevelopment	OPR-26-009	Improve The Sound layout and accessibility to share important and timely information with staff	$0
Intrepretive Plaque Refresh	24E.2	The City began an Interpretive Plaque storytelling program in 1998 with the installation of eight plaques along the City's Inner Harbour. Today, there are 50 Interpretive Plaques in the City, most of which were fabricated and installed prior to 2009. The plaques are in need of replacement and must be reviewed through the lens of accessibility, as well as equity, diversity and inclusion. With internal text review, design, and installation, Staff estimate each plaque will cost ~$2,500 to fabricate. Staff have consulted with and plan to pursue two (2) interpretive signage grants from RTO7 in 2023 totaling an estimated $50,000 in grant funding sources. The RTO7 fiscal year is from April - March, which means that 2 x $25,000 grants may be possible in one City fiscal year. Refreshing all plaques comprehensively will allow for consistency across the City and a renewed asset, which will reduce maintenance burden over the next 15 years. The project supports the City's Official Plan and is recognized in the City's Wayfinding Signage Strategy.	$100,000

Project Name	Project Number	Description	Budget
IT Strategic Review	25A.3	The 2022 core systems review identified not only the need to implement systems changes and acquire new software, but also the need to improve IT maturity within the City moving it from being reactive to proactive. The IT Division has operated in the same way since the early 2000's with no review of core services, technology stack, or staffing skill sets to support operating in the current environment that we work today. The Strategic Review will look at current state of hardware and software management, vendor management, staffing, service levels and security and provide a framework with measurable targets. This framework with focus on the short to medium term and assist IT in better aligning itself to organization's business needs. A Strategic Review will outline the prioritization of short, medium IT requirements. Covering all aspects of technology management within the City, including hardware and software management, vendor management, staffing and security. It will provide direction and focus to allow the IT Department to work towards a defined technology roadmap with specific measurable targets to enable the City departments/ divisions to achieve their goals. Identify what and how those IT services are provided and the staffing skill sets needed to deliver those services. The Review will: 1. Review services such as Help Desk, Patch management and make recommendation on improving that service. 2. Review the current technology stack (Server, Desktops, Virtualization, SaaS) and and make recommendations. 3. Review how current projects that are IT centric are approved, budgeted and managed and make recommendation on improving that process. 4. Review will look at how support is provided by Vendors, IT's role and the role of other divisions in that support. 5. Look at the current IT staffing skill set and determine if it is the right fit moving forward in a proactive IT division and make recommendation on how to improve those skill sets.	$35,000
Kelso Beach at Nawash Park Playground and Splashpad Improvements	25D.18	Life-cycle Replacement of the Playground Structure at Kelso Beach at Nawash Park Park is required. The aging play structure is deteriorating and has surpassed its life-cycle. New equipment will refresh the park and create a play space that meets current CSA play structure code requirements including accessible elements. The replacement of this structure is supported by the Parks Recreation and Facilities master plan objective to provide a play structure within 500m of every residence. Recommendation 5.2.2 from the Kelso Beach at Nawash Park Master Plan recommends the replacement of this asset. Location, style, amenities and features for playground design at the park will be brought forward to the Community Services Committee and Accessibility Advisory Committee prior to tender and awarding a contract for removal and replacement.	$507,500
Kelso Main Stage Pavillion	23D.23	The Kelso Beach Amphitheatre main stage pavilion serves as a main stage shelter from the elements for performers at festivals, concerts and rentals. The rear area of the pavilion functions as a back of house area for festivals and concerts. When the park is not booked for a large event, picnic tables are available for public use, providing a covered beach front area for residents and visitors to enjoy picnics and shelter. This capital would be used to rehabilitate the amphitheatre by repairing, replacing or painting damaged or weathered fascia, repair damaged eaves-trough, and painting weathered interior structural elements of the pavilion to protect the wood structured from the outdoor elements. Project funding is from the Parks Reserve.	$57,500

Project Name	Project Number	Description	Budget
Key Performance Indicators and Revenue Targets (4a1)	OPR-26-027	Establish KPIs (key performance indicators) and revenue targets for all city divisions as part of the annual budget process with variations depending on areas that are rate funded (water/wastewater), user pay (building/waste management) or traditional and discretionary service areas (cemetery/events). 1. Revenue Targets • Review current process for setting revenue targets • Developing a process for setting revenue targets 2. KPIs • Develop core service profiles and Key Performance Indicators for all divisions Not including: • review of / developing process or policy for fees and charges • review of water/ wastewater revenue (2025 water rate study) • focus is on divisions that currently have revenue	$0
Kiwanis Soccer Complex - Entrance Gate	26D.16	The access gate at the entrance of Kiwanis Soccer Complex has reached the end of its life. This gate is used by both the Owen Sound Minor Soccer Association (OSMSA) and the City of Owen Sound (City) staff to restrict access to the soccer complex. This capital project will be used to design and construct a new entrance gate and additional barriers to restrict unauthorized access to the soccer complex. The City and OSMSA have a long standing agreement that defines that all capital projects at this facility are shared equally at 50% each. Total cost of the capital project is estimated at $30,000 split equally with the OSMSA and City. The OSMSA and City will each contribute $2,500 in 2026 and $12,500 in 2027.	$30,000
Lacrosse Turf at the Harry Lumley Bayshore Community Centre	26H.4	Through a 50/50 partnership with Owen Sound Lacrosse, installation of a state-of-the-art, used artificial turf system within the Harry Lumley Bayshore Community Centre. The turf measures the same length and width as the Bayshore floor and is said to come with no defects, minimal wear and tear and is a blank canvas meaning there are no current sponsorship logos. An agreement is required to outline a 50/50 initial partnership with the city of Owen Sound, and then a donation of the turf to the City after 1 year, with the consideration that the turf is placed in the Bayshore for the life expectancy of the turf. The City's share will be funded from unallocated reserve funds.	$50,000
Leak Detection Survey	26N.9	The City undertakes a leak detection survey of the water distribution system every 3 years. It has been established that the 3 year interval is optimal in terms of discovering new leaks in a timely manner.	$20,000
Market Facility Door Repairs/ Replacement	25M.3	The Market Building was rehabilitated in 2019 but did not include the original structure. The proposed project will see the phased rehabilitation of doors and windows on the original structure. The replacement program will respect the City's Heritage Guidelines in order to maintain the character of the building.	$15,000
Master Stormwater Management (SWM) Plan and Drainage Study	23P.20	This project involves conducting a storm water management and drainage study for the entire City. The purpose of the study is to review the City's existing storm water infrastructure, complete analysis and assessment and identify deficiencies in the system and areas that are prone to sewer surcharging and flooding. This will provide the basis for a capital plan to address maintenance and capital priorities that will reduce flooding in and liability for the City and increase resiliency and/or provide adaptation in response to climate change (more frequent and intense storm water events). The consultant will be retained after a Request for Proposals is issued in early 2023. The first phase of the project will involve modelling the City's entire storm water system to be completed in 2023. Work on the study will be commenced on or by the second quarter of 2023 and continue through into 2025 with completion planned by the end of 2025.	$300,000

Project Name	Project Number	Description	Budget
Mausoleum Repointing	23D.60	The Mausoleum was constructed in 1927 and houses 125 crypts, all of which have been sold. The maintenance will include replacing all cracked or damaged blocks, including mortar, re-pointing all areas of deteriorated mortar joints, and installation of transparent silicone damp-proofing material. The Mausoleum is listed on the heritage registry and a heritage permit will be obtained prior to work commencing.	$25,000
Microsoft Teams Implementation (1b1)	OPR-26-028	Maximize opportunities to integrate Microsoft Teams throughout the corporation to coordinate project management, operations, and communications. 1. Understanding and identifying the opportunities with Microsoft teams and how we can use it in the organization. 2. Determine an integration module with the organization. 3. Explore other tools in Teams. 4. Teams will not be the main software for project management projects.	$0
Mobile Technology Policy (2b3) - Implementation of Phase 1	OPR-26-030	Create enabling policy that promotes equitable access to digital devices during work hours to support mobile technology to streamline our processes and communication, including the review of policy CrS-HR66 Communication Devices and Social Media Acceptable Behaviour. Includes Policy review - Policy CrS-HR66: review and amend as necessary; consider regrouping info into multiple policies - Policy development - redraft CrS-HR66 in new format; draft new policy to augment CrS-HR66 if necessary - Policy approval - Education and policy roll out	$0
Network Infrastructure	26A.3	Replacement based on a standardized predicable cycle for IT equipment. Equipment will be end of life and or unsupported and necessary for day to day data services to be delivered to staff. Replacement of redundant firewalls at City Hall and uninterrupted power supplies. Failure to replace may inhibit IT staff ability to ensure safe, secure delivery of services and result in loss in staff productivity, directly affecting customer facing services.	$67,000
New Accessible Pedestrian Signals (APS)	23Q.3	This is an annual programme to replace existing or install new Accessible Pedestrian Signals, as per AODA requirements, at intersections equipped with traffic signals. Due to its relative infancy and use in colder climates, this technology is constantly evolving and improving. As well, it seems to be more susceptible to failure, damage, and possibly vandalism, and, to date, has to be replaced more frequently than conventional pedestrian signal systems. The cost indicated in the budget is sufficient to completely replace or install a new APS at one intersection.	$28,000
New Accessible Pedestrian Signals (APS)	26Q.3	This is an annual programme to replace existing or install new Accessible Pedestrian Signals, as per AODA requirements, at intersections equipped with traffic signals. Due to its relative infancy and use in colder climates, this technology is constantly evolving and improving. As well, it seems to be more susceptible to failure, damage, and possibly vandalism, and, to date, has to be replaced more frequently than conventional pedestrian signal systems. The cost indicated in the budget is sufficient to completely replace or install a new APS at one intersection.	$30,000
O17 Bulk water use	OPR-26-060	New policy and user agreement for bulk water customers/haulers to cover potential liability due to the City having no control over the sanitation of the equipment being connected to our filling station, nor the containers transporting the bulk water to end users	$0

Project Name	Project Number	Description	Budget
Official Plan Update	24E.3	The City's Official Plan was approved in 2022. Under the Act, the Official Plan would be updated in 5 years. With the updates currently proposed to the Provincial Policy Statement (PPS) the City will be required by legislation to undertake an update to its official plan. The updates will be focused on implementing the direction provided by the PPS once it is approved.	$10,000
Organizational Project Management System (5a1) - Phase 2 GoLive	OPR-26-055	Configuration and Development of ProjectTeam complete. This phase focuses on go live and ensuring the system can provide the benefits detailed below. Key components of business planning include:the review and analysis of dependencies and linkages within the organization to identify opportunities for collaboration, greater alignment and simplification; the development and management of a measurement frame work to measure, analyze, monitor and report on key results; and, the establishment of a governance framework for the regular monitoring, reviewing and reporting on progress to plan, identifying the successful achievement of milestones and targets and reporting to the Senior Leadership Team on areas where the achievement of goals may be at risk so that corrective action can be identified and action taken early. With a goal of improving collaboration and efficiency to make the most informed decisions, the implementation of a tool which automates the tracking and reporting process will reduce the effort required to input data and will increase time available to analyze and continuously improve in order to achieve the desired objectives.	$0
OS Police Station (OSPS) Boiler System Valve Replacements	26J.1	The facility's boiler system was replaced during the 2007/08 renovation. Some valves have already been replaced and it is anticipated that the rest will fail within the 15-20 year range. This is also based on reported conditions of dirty water in the system, which has allowed for debris to deteriorate the valves. It is proposed that the valves be replaced with two-way controls alongside variable speed pumping in the boiler system. This will reduce pump energy consumption.	$90,000
OSPS - Unit Heater Replacement	25J.1	The existing unit heater in the vehicle storage area of the Owen Sound Police Station has reached the end of its useful life and requires replacement. This project will be completed in coordination with other HVAC improvements at the OS Police Station.	$7,000
OSPS Electrical Main Control Panel Replacement	24J.3	The Owen Sound Police Services building was originally built in the 1970s and functioned for many years as an office building prior to being purchased by the City and converted to a Police Station. The last major renovations were conducted in 2007 and 2008 including significant work within the facility, mechanical upgrades and additions. The main control panel is original to the facility and has been recommended to be replaced alongside the main switchboard. Power to the entire facility will be off for the installation (estimated 2 days). Staff will support OSPS in the solution to provide services to the City of Owen Sound and 911 dispatch during the downtime. Funds have been allocated to this project to support the temporary disruption.	$260,000
OSPS Electrical Main Switchboard Replacement	23J.2	The Owen Sound Police Services building was originally built in the 1970s and functioned for many years as an office building prior to being purchased by the City and converted to a Police Station. The last major renovations were conducted in 2007 and 2008 including significant work within the facility, mechanical upgrades and additions. The main electrical switchboard at the OSPS installation date is unknown. There were safety concerns reported in 2020 and repairs were completed to make the operation of the switchboard compliant, knowing that a full replacement would occur in the next few years. Power to the entire facility will be off for the installation (estimated 2 days). Staff will support OSPS in the solution to provide services to the City of Owen Sound and 911 dispatch during the downtime.	$250,000
OSPS Exterior Masonry Repairs	23J.4	The Owen Sound Police Services building was originally built in the 1970s and functioned for many years as an office building prior to being purchased by the City and converted to a Police Station. The last major renovations were conducted in 2007 and 2008 including significant work within the facility, mechanical upgrades and additions. The 2022 Facility Audit will be completed in early 2023. A recommendation from the audit will be a suitable solution for the failing masonry on the exterior of the building.	$200,000

Project Name	Project Number	Description	Budget
OSPS HVAC Rebalancing	26J.2	The Police Station building was originally built in the 1970s and functioned for many years as an office building prior to being purchased by the City and converted to a Police Station. The last major renovations at the Police Station were conducted in 2007 and 2008 and saw significant work within the existing facility, as well as an addition. The Maintenance Contractor for the building expressed a concern that the system is out of balance. This can result in very poor airflow to some areas of the building, and too much airflow to other areas of the building. He also noted that through his maintenance contract he has come across capped ducts that have had the caps fall off, resulting in excess airflow to ceiling plenum. A properly balanced system is critical to the correct operation of VAV systems. As such, it is recommended that a full rebalance of the existing air systems be completed. A rebalance of the system will also identified any failed airflow or pressure sensors in the system that may need replacement to optimize the energy efficiency and performance of the system.	$65,000
OSPS Overhead Door Replacement	23J.5	The Owen Sound Police Services building was originally built in the 1970s and functioned for many years as an office building prior to being purchased by the City and converted to a Police Station. The last major renovations were conducted in 2007 and 2008 including significant work within the facility, mechanical upgrades and additions. There are three overhead doors located in the garage of the OSPS building. The installation date of the doors is unknown. Regular maintenance and repairs have occurred for the doors. The capital forecast indicates that a door will be replaced every two years.	$21,000
OSPS Transformer Pad and Switch Replacement	24J.4	The Owen Sound Police Services building was originally built in the 1970s and functioned for many years as an office building prior to being purchased by the City and converted to a Police Station. The last major renovations were conducted in 2007 and 2008 including significant work within the facility, mechanical upgrades and additions. The transformer pad and switches are original to the facility and are in poor condition due to both age and exposure to elements. This equipment has been recommended to be replaced alongside the main switchboard and control panels. Power to the entire facility will be off for the installation (estimated 2 days). Staff will support OSPS in the solution to provide services to the City of Owen Sound and 911 dispatch during the downtime.	$150,000
OSPS Washroom Upgrades	26J.3	The rehabilitation of the staff washrooms of the Police Station was identified in the 2023 building condition assessment due to fixtures and components that had exceeded their recommended useful life. The washrooms were not included in previous building upgrades. The renovated washrooms will need to be renovated to current building code requirements, including new walls, floors, partitions and fixtures.	$100,000
Overhead Doors and Entrance Door - Fire Station Accessory Garage	25U.7	The accessory garage at the Fire Station was constructed in 1987. The building is used for seasonal storage for Fire Services. The building has not received significant investment since its construction. The project will involve the replacement of the existing overhead and entrance doors due to failure of the frames and components. The continued deterioration of these assets will reduce the security of the building and move the building towards non-compliance with respect to the City's property standards by-law.	$6,000
Parks and Sports Field Classification (3a2)	OPR-26-003	Undertake a review of the existing classification of Parks, the service level for each and associated costs of operating and maintenance. Review current Parks classification system (as outlined in City Official Plan and Recreation, Parks and Facilities Master Plan) Review the definitions and characteristics of each Define a level of service for each park class including sportsfields Understand operating costs for each service level and potentially develop a system to track costs.	$0

Project Name	Project Number	Description	Budget
Pedestrian Bridge Upgrade - HP Pedestrian Bridge (OSIM Structure #22)	26D.18	The City of Owen Sound is required to conduct Ontario Structure Inspection Manual (OSIM) inspections of bridges/culverts with a span greater than 3 metres on a biannual basis to estimate rehabilitation needs and costs. Parks & Open Spaces has a number of pedestrian oriented bridges/culverts within its parks that meet the span threshold and are captured as part of the citywide bridge/culvert OSIM inspection program. An OSIM inspection was carried out in the summer of 2022 and identified repair/rehabilitation work that needs to be undertaken at the Weathered Steel Pedestrian Bridge (Structure #22) in Harrison Park at the northern end of the channel. This capital project captures the engineering services required to define the recommended repair/rehabilitation work to be performed on the pedestrian bridge and outlines the time frame in which the work should be undertaken. Urgent 1. Remove debris built up around the bearings. Less than 1 Year 1. Replace missing bolts. 1-5 Years 1. Repair deteriorated mortar. 2. Repair stone abutment and bearing for girders. In the past, the City has engaged Grey County staff to undertake bridge work and this will be explored as part of this project.	$20,000
Pedestrian Bridge Upgrade - HP Rainbow Bridge (OSIM Structure #21)	26D.17	The City of Owen Sound is required to conduct Ontario Structure Inspection Manual (OSIM) inspections of bridges/culverts with a span greater than 3 metres on a biannual basis to estimate rehabilitation needs and costs. Parks & Open Spaces has a number of pedestrian oriented bridges/culverts within its parks that meet the span threshold and are captured as part of the citywide bridge/culvert OSIM inspection program. An OSIM inspection was carried out in the summer of 2022 and identified repair/re habilitation work that needs to be undertaken at the Rainbow Pedestrian Bridge (Structure #21) in Harrison Park. This capital project captures the engineering services required to define the recommended repair/rehabilitation work to be performed on the pedestrian bridge and outlines the time frame in which the work should be undertaken. Urgent 1. replace missing barrier railing pickets 1-5 Years 1. Sandblast and repaint steel components: a. Abutment Bearings b. Beams (diaphrams, floor and stringers) c. Bottom Chord Trusses/Arches In the past, the City has engaged Grey County staff to undertake bridge work and this will be explored as part of this project.	$80,000
Playground Upgrades - Comm-R-Ette Park	24D.45	Lifecycle replacement of the playground structure at Comm-R-Ette Park is required. The aging play structure is deteriorating and has surpassed its projected lifecycle. New equipment will refresh the park and create a play space that meets current CSA play structure code requirements. The replacement of this structure is supported by the Parks Recreation and Facilities master plan objective to provide a play structure within 500m of every residence. The project design will be reviewed by the Accessibility Advisory Committee.	$147,500

Project Name	Project Number	Description	Budget
Playground Upgrades - Owen Heights Park	24D.47	Life-cycle replacement of the playground structure at Owen Heights Park is required. The aging play structure is deteriorating and has surpassed its projected life-cycle. New equipment will refresh the park and create a play space that meets current CSA play structure code requirements. The replacement of this structure is supported by the Parks Recreation and Facilities master plan objective to provide a play structure within 500m of every residence. The design will be reviewed by the Accessibility Advisory Committee.	$147,500
Preparation for 2026 Election	OPR-26-031	2026 Municipal and School Board Election	$0
Preparation for 2026 Inaugural Meeting	OPR-26-032	2026 Inaugural Meeting	$0
Process Electrical (2026)	26O.5	Critical electrical infrastructure requires specialized maintenance and inspection to maintain compliance. These funds will be focused on the main transformer maintenance, switch gear, and other electrical related PMs.	$45,000
Process Mechanical (2026)	26O.4	Keeping key process mechanical appurtenances operational is critical. Process redundancy is generally built in but delays in receiving essential replacement parts is challenging. This project sheet is to account for critical equipment and pump rebuild kits for with exceptionally long delivery times. This will prolong the life expectancy of assets and protect the environment.	$220,000
Public Works Building Roof Section 1 Replacement	26M.6	Roof Section 1 is over the equipment storage facility and was installed in 1990 during the construction of the public works facility. The roof section was restored in 2014 and is under warranty until 2024. The City's roof inspection consultant has recommended replacement after the warranty period has expired based on the lifecycle deterioration and some minor ongoing issues. It is anticipated that the roof will be replaced alongside the replacement of Roof Section 2.	$385,000
Public Works Building Roof Section 2 Replacement	26M.7	Roof Section 2 is over the administrative area of the facility and was installed in 1990/2003 during the construction/renovation of the public works facility. The roof section was restored in 2014 and is under warranty until 2024. The City's roof inspection consultant has recommended replacement after the warranty period has expired based on the lifecycle deterioration and some minor ongoing issues. It is anticipated that the roof will be replaced alongside the replacement of Roof Section 1.	$264,000
Public Works Building Roof Section 3 Replacement	26M.8	Roof Section 3 is over the equipment storage area of the facility and was installed in 1990 during the construction of the public works facility. The roof section was restored in 2014 and is under warranty until 2024. The City's roof inspection consultant has recommended replacement after the warranty period has expired based on the lifecycle deterioration and some minor ongoing issues. It is anticipated that the roof will be replaced alongside the replacement of Roof Section 1&2.	$44,000
Public Works Shop Window and Door Replacement	24M.62	The Murray McDonald Public Works Building was constructed in 1990. Renovations were completed in 2010. Some exterior windows and doors are original from the 1990 construction. This is year one of a three year replacement program. The exterior windows and doors are in poor condition, compromising the security of the building and does not provide an efficient building envelope. Upgrading accessible components will be included.	$75,000
Purchasing Bylaw Update	OPR-26-059	Review and update the purchasing bylaw	$0

Project Name	Project Number	Description	Budget
Recycling for Non-Eligible Sources	OPR-26-035	Transition the City's recycling for non-eligible sources to the affected property owners March 31, 2026 (at the end of the temporary program approved by Council October 2025) in accordance with the Ministry of the Environment, Conservation and Parks confirmation that PROs would not offer a co-mingled opportunity for eligible and non-eligible sources after December 31, 2025	$0
Re-Naming of Ryerson Park	OPR-26-034	Initiate the next phase in the process by February 2026; prioritize a name with a locational reference; and to install a plaque/marker at the park to educate visitors about its history and previous names, ensuring transparency and public awareness;	$0
Replace/Install New Streetlights - Conventional	23Q.1	This funding is required to replace or install new conventional streetlight poles and luminaires throughout the City. Among their planned projects in 2023-2025, Hydro One has been advising that they wish to replace their "poletrans" equipment. Poletrans are streetlight poles with electrical distribution step-down transformers in them. Most of these units are located in the south-west and south-east quadrants of the City. The poletrans would be replaced with conventional vault mounted transformers. This results in the City having to install new streetlight poles. Poletrans were specified during 1960s and 1970s era residential subdivision developments. They eliminated the need for a separate vault mounted transformer but with the close confines of having 2400 VAC single phase primary supply and multiple 120/240 VAC secondary services connected and housed within the base of a streetlight pole, they pose an increased work safety risk. This type of equipment is obsolete and no longer specified. In the event Hydro One does not replace poletrans, the City will replace or install new conventional streetlights and poles.	$105,000
Replace/Install New Streetlights - Conventional	26Q.1	This funding is required to replace or install new conventional streetlight luminaires and poles throughout the City.	$42,000
Review Mobile Technology (2b1)	OPR-26-037	Review mobile technology options to inform the IT Needs Assessment work when determining cloud-based software to ensure compatibility and integration.	$0
Review of Board and Committee Structure	OPR-26-002	Council request to bring forward a report to Council respecting options for committee structures.	$0
Review of Potential Shared Entrance - Library, Tourism, and Tom Thomson Art Gallery (3a3)	OPR-26-038	Develop a business case that analyzes the opportunity to reorganize the Library, Tourism and TTAG entrance to create a shared reception/customer service location. The purpose of this project is to address the challenges and explore opportunities for: understand current services provided by Tourism, TOM (and Library) Examine opportunities for synergies and collaboration – between the groups (1) shared resources that will enhance staff and public safety and oversight; (2) resolve the health and safety concerns with the current Tourism Centre; (3) support the development of collaborations between organizations/divisions, including shared marketing and programming; (4) support expanded hours and days of service for the Art Gallery and making the Tourism Centre available all year long; (5) enhance retail sales and revenue for the Art Gallery. Library, and Tourism (6) proposing staffing model that addresses union and non-union staff integration (7) utilizing volunteers to support front of house/reception for all three areas (8) creating shared spaces for meetings and programming as well as shared accessible entrance and "greeting" services (9) outline capital renovations required to support this three-way collaboration (10) the use of volunteer to support current staff.	$0

Organizational Work Plan - City of Owen Sound, 2026

Project Name	Project Number	Description	Budget
Review of Public Works and Parks Operations (1a3)	OPR-26-039	Review Parks Operations and Public Works procedures to find and provide corporate benefits through process and staffing synergies, including mandatory annual joint work plan meetings, share onboarding curricula, core competencies, etc. -Document current practices -Identify overlap and gaps between the functional groups -Strategize solutions to those overlaps and gaps (i.e. clustering/centralizing a particular type of work, joint training, cooperative efforts, clarifying roles and jurisdictional boundaries) -Document proposed solutions as a procedure or operational manual - prepare annual work plans - supervisors meet quarterly, supported by directors - to look at the upcoming quarter to determine work that can be coordinated or supported by each other	$0
River District Action Plan - Update	25C.1	In 2020, the City and River District shared the cost to develop the River District Action Plan. This Marketing and Branding Action Plan was developed as a 3-year plan, and many of the initiatives under the plan have been implemented. Many of the initiatives have been completed. Much has changed since 2020. At this time, BC Hughes is developing a Tourism Action Strategy for the City and Chamber of Commerce using the Municipal Accommodation Tax funds. It is understood the cost of this plan is $35,000. This plan should be complete in Q1 of 2025. An update of the River District Action Plan is appropriate to ensure the plan remains current, reflects current issues and best practices and is aligned with the Tourism Action Plan. It is estimated that this would cost up to $30,000. This project will be funded by the River District Board. The following motion was approved at their September meeting: RD-240911-005 "THAT in consideration of Staff Report CS-24-071 respecting the Draft 2025 River District Budget Considerations, the River District Board of Management directs staff to make an allocation of one-time funds of up to $30,000 for the River District Marketing Plan, including a scope of work respecting homelessness and safety."	$30,000
River District Revitalization Plan	26C.2	To prepare a comprehensive plan for upgrading streetscape features and at grade infrastructure in the River District. This work will build upon the 2000 Downtown and Harbourfront Master Plan and the more recent Downtown River Precinct planning initiatives. This Plan will build on the asset inventory and condition assessments that have been completed and will recommend actions and create estimates and tenders for the work. The City has applied for a grant for 50% of the project funding and will fund the City's share from unallocated downtown and capital reserve funds.	$100,000
River District Sidewalk Patios Policy Review	OPR-26-040	Review existing sidewalk patio for River District	$0
Role of Upper Tier Muncipality (3b4)	OPR-26-041	Investigate cost-effective ways of service delivery for services which are provided by multiple lower tier municipalities within the County. Develop a business analysis of the role of upper-tier municipalities and potential expansion of that role to include external services currently provided by the City e.g. police services, fire waste, water and wastewater and advocate to the Province to review based on the findings.	$0

Project Name	Project Number	Description	Budget
Roof Section 1 Replacement - JMRRC	25M.1	The Julie McArthur Regional Recreation Centre was constructed in 2012. The roof system is broken down into 10 different sections based on their location or material. Section 1 is the second largest roof section at approximately 40,000 square feet and covers the YMCA area of the facility. The roof system is a single ply membrane that has experienced multiple leaks beginning shortly after construction of the building. These leaks have resulted in damage to the insulation. The City's roofing consultant has indicated that a typical lifespan for this system is usually 13 years. The suggested solution is to "peel" the existing membrane, replace damaged insulation, and the installation of a new membrane. The project will be funded from the Canada Community Building Fund as the project is deemed an eligible expense under this program.	$850,000
Sanitary CCTV (Video) Inspection	25O.1	n 2013/14 ,the majority of the wastewater collection system was TV inspected. This information helped guide rehabilitation efforts since that time. Some annual TV inspection has been done on an ad-hoc basis yearly, but more of the system should be inspected to ensure structural integrity and to guide future rehabilitation work. Detailed and current condition information facilitates the following: -Ensuring rehab/replacement monies are spent in the most efficient way possible by guiding prioritization of projects, and selection of rehabilitation strategy. -Uncovers sources of extraneous flow which exacerbates potential for sewage surcharge, backups and overflows and taxes the treatment system.	$60,000
SCADA - Water Distribution (re-scoped to be Easthill Booster, Reservoir and Beattie only)	23N.5	The City of Owen Sound, due to its topography, has a relatively complex Water Distribution with six (6) pressure zones, two (2) booster pumping stations, and many interconnecting control valve chambers between the zones. The system pressures, flows, and chlorine residuals are monitored at three (3) locations only; the Water Treatment Plant, the East Hill Booster Pumping Station, and the Beattie St Booster Station. Consequently, when adverse events (low chlorine residuals, low pressures, watermain breaks etc) occur, it can be very difficult to know the extent and nature of the impact, and (for instance) to know exactly where a watermain break is located. Additional points of monitoring would permit better control and prevention of adverse situations. This program can help identify leakage locations, to guide projects to reduce leakage The intention is to retain a consultant to work with a system integrator and the City's Water and IT departments to specify monitoring equipment and locations, and to work with City staff to install them.	$200,000
Sensys Installation (wireless traffic sensors) or Equivalent	23Q.2	This annual project replaces and upgrades existing vehicle detection systems at intersections that have traffic signals to improve the reliability and accuracy of vehicle detection. Existing detection systems include hard wired loops and wireless RF detectors embedded in the road asphalt that perform well but are subject to deterioration and failure after approximately 5 to 10 years, depending on a number of factors. When they fail, a traffic signal that normally rests on green for the main street (with higher traffic volumes) will go into continuous recall mode and the signals "cycle" regardless of side street vehicle presence indefinitely until the detector is replaced. This results in unnecessary delays and driver frustration. New technologies such digital video cameras and programmable detection zones offer increased reliability, adaptability and flexibility plus, instead of taking manual counts, they can continuously capture and record traffic (including vehicle types) and pedestrian data to be used as input for traffic and pedestrian signal analysis in order to optimise signal timing and/or improve intersection safety. The annual budget cost indicated is sufficient to upgrade or convert one intersection from an embedded pavement system to a camera-based system or install real time data capturing system for a number of intersections that can be used to update signal timing continuously, depending on the intersection location and requirements.	$28,000

Project Name	Project Number	Description	Budget
Sharepoint Training and Rollout (Beyond Share - Phase 3)	OPR-26-058	design, develop and implement a comprehensive Information Management (IM) Training Plan, include engaging PowerPoint presentations, Microsoft Learning Pathway's sites, SharePoint sites, and concise "One Page Reference Guides." These resources will be crafted to empower the City's Records Management Team in their mission to inform and educate City staff on standardizing IM practices in alignment with the City's policies, procedures, and technologies. This initiative aims to foster a cohesive approach to IM across all departments, ensuring consistency, compliance, and efficiency.	$0
Small Equipment, Tools and Supplies - Pooled Assets	26U.3	This is a multi-year, recurring annual project. Pooled capital assets of tools, equipment, supplies and consumables. Example: Medical supplies. (One use - Disposable) Note: Consider reallocating project funding to the operating budget on an annual basis.	$5,400
Software Transformation - ERP	26A.6	In 2022 the City undertook an IT Needs Assessment, based on strategic and legislative requirements, which facilitated an extensive review of the City's core systems. The goals of the project were to identify which systems meet current and future needs as well as to enhance the City's ability to deliver critical services, improve service delivery, enhance efficiencies, and provide a higher level of integration between platforms. As part of the final report, a long-term solution architecture for the City was developed prioritizing which systems need to be replaced in which order. In late 2024 Our ERP vendor announced that the product was going end of life and will not longer be supported by 2030. Current system is the core , that supports not only finance application such as accounts Payable, Accounts receivable, but also property taxes and utility billing. Implementing a new Municipal ERP (Finance) system can significantly enhance productivity, integrations and unlock opportunities for innovation from leveraging modern tools like cloud based platforms, automation and AI-driven analytics. Modern ERP systems offer enhanced features, better user interfaces, and improved performance. This can streamline operations, reduce manual processes, and increase overall efficiency. Project funding will come from the IT Reserve that was developed as part of the 2022 IT Strategy.	$770,000
SSA/Site Servicing	OPR-26-056	Small diameter site servicing procedure review.	$0
Stone Orchard Sales Module Implementation	OPR-26-043	Update cemetery records management software system and public interface	$0
Stormwater Separation Program	16O.4	Inflow and infiltration reduction works (aka stormwater separation) are undertaken with the funds set aside for this program and can include separation of stormwater catchbasins, public or private, which contribute to the extraneous flows, roof leader and sump pump diversion, and other works selected on a priority basis to reduce inflow and infiltration. Currently, this years budget is tentatively focused on two significant roofs; the Post Office, and the Roxy theatre.	$30,000
Stormwater Separation Program	26O.9	Inflow and infiltration reduction works (aka stormwater separation) are undertaken with the funds set aside for this program and can include separation of stormwater catchbasins, public or private, which contribute to the extraneous flows, roof leader and sump pump diversion, and other works selected on a priority basis to reduce inflow and infiltration. Annual project.	$25,000
Temporary road closure bylaw update	OPR-26-061	O65 temporary closure parades to become part of new PRT005 Special event street closures, consolidation and redefinition of how Special Event (SEAT) approval links with road closure process. This is pulling together several processes/documents.	$0

Project Name	Project Number	Description	Budget
Tom Williams Washroom Building Renovation	26D.20	Tom Williams Park has one of the premier hardball diamonds in Grey and Bruce Counties. It plays host to hundreds of games annually and tournaments. The washroom and storage facility was built in 1950 and is past its useful life. The existing facility is showing cracks in the brick and foundation, and is not accessible. The project will include the renovation of the existing building in order to extend its useful life by another 10 years. Door replacements and Washroom improvements will be the main goal of the project and staff will work with the user groups towards smaller storage repairs. $20,000 towards the project cost will be received through a donation from the Tom Williams fund.	$60,000
Traffic Controller Replacement	26Q.4	This is an annual budget to cover the cost to replace or upgrade traffic signal controllers. The City presently has 23 full traffic signal systems, 3 flashing signals and 4 pedestrian crossover signals at intersections or mid-block crossings with each having an expected service life of 25 years. With development and increasing traffic volumes, the number of signalised intersections is expected to increase. The average cost to replace a traffic signal controller and cabinet is $26,000 while a pedestrian crossover controller costs approximately $10,000. Based on the expected service life and number of controllers, the City should be replacing one controller every year. Where new intersections are being developed in greenfield areas, consideration will be given to construct roundabouts instead of conventional intersections with traffic signals.	$30,000
Traffic Controller Replacement	25Q.4	This is an annual budget to cover the cost to replace or upgrade traffic signal controllers. The City presently has 23 full traffic signal systems, 3 flashing signals and 4 pedestrian crossover signals at intersections or mid-block crossings with each having an expected service life of 25 years. With development and increasing traffic volumes, the number of signalised intersections is expected to increase. The average cost to replace a traffic signal controller and cabinet is $26,000 while a pedestrian crossover controller costs approximately $10,000. Based on the expected service life and number of controllers, the City should be replacing one controller every year. It should be noted that an unplanned and unbudgetted traffic controller replacement was required in 2023 at the 2nd Avenue East - 1000 mid-block pedestrian crossing. With new safe pedestrian crossover systems being approved at the Provincial level, it was possible to replace the failed and obsolete traffic controller (one of the oldest in the City's system) with a pedestrian crossover system, resulting in lower capital replacement and ongoing operating cost. Where new intersections are being developed in greenfield areas, consideration will be given to construct roundabouts instead of conventional intersections with traffic signals.	$28,000

Organizational Work Plan - City of Owen Sound, 2026

Project Name	Project Number	Description	Budget
Transformer Replacement - WTP	22N.6	The existing on-site transformer at the Water Treatment Plant is original equipment (late 1960's) and is due for replacement. Failure of the on-site transformer at this location would create a serious issue due to the long lead time to get a replacement. The plant would have to use the diesel generators for an extended period of time. Additionally, the Wastewater Treatment Plant has only one transformer, which dates to 2015. During the WWTP Upgrade, there was a plan to utilize 2 smaller transformers, each capable of running the WWTP on minimal function as a contingency, and also large enough to act as a backup for the Water Treatment Plant. However this plan was not implemented due to additional cost. In 2019, a voltage fluctuation event highlighted the vulnerability of the Water Treatment Plant to transformer failure. No damage occurred to the transformer in that instance, but at first that seemed like a real possibility. It is intended to hire an electrical engineering consultant to specify a transformer suitable for the Water Treatment Plant, and also suitable as a spare, at least on a temporary basis, for the Wastewater Treatment Plant, then procure the transformer. Due to limited availability and long delivery times, the transformer will need to be purchased in 2022 for a mid 2023 delivery.	$420,000
Transit Terminal - Window and Door Replacement	24R.1	The Terminal was constructed in 1986. The facility supports Owen Sound Transit and the Guelph Owen Sound Transit (GOST) service. The windows and doors are believed to be original and we need to begin the replacement process. There is another $25,000 slated in 2027 for further window and door work.	$25,000
TTAG Strategic Plan Refresh	OPR-26-048	Develop a 3-year strategic plan that outlines the Gallery's curatorial and educational priorities as well fundraising goals and community development.	$0
Unit Heaters 2 & 6 Replacement at Bayshore	26H.3	This project would see the replacement of the unit heaters that currently services the east garage and the ice resurfacer rooms at the Bayshore Community Centre. The units are nearing the end of their useful life and in need of replacement to ensure failure does not occur.	$10,000
Urban Design Guidelines including Interim Control of Drive Thrus	24E.1	In recent years, the City has entered into a growth scenario. Increasing growth pressure warrants additional care around quality of new development and site renewal. The City's 2021 Official Plan envisions the creation of Urban Design Guidelines, applying City-wide, with particular focus on the River District (Downtown), key nodes, and gateways to the City. Thoughtful, innovative and clear policy begets high-quality urban development. The Planning & Heritage Division proposes the creation of an Urban Design Guideline applicable to private developers and public capital projects, in order to bolster our position as the regional service centre in Grey and Bruce Counties, or cultural heritage character, and our mandate to be a complete community "where you want to live."	$20,000

Project Name	Project Number	Description	Budget
Vehicle Detection Installation (wireless traffic sensors)	26Q.2	This annual project replaces or upgrades existing or installs new vehicle detection systems at intersections that have traffic signals to improve the reliability and accuracy of vehicle detection. Existing detection systems include hard wired loops and wireless RF detectors embedded in the road asphalt that perform well but are subject to deterioration and failure after approximately 5 to 10 years, depending on a number of factors. When they fail, a traffic signal that normally rests on green for the main street (with higher traffic volumes) will go into continuous recall mode and the signals "cycle" regardless of side street vehicle or pedestrian presence indefinitely until the detector is replaced. This results in unnecessary delays and driver frustration. New technologies such digital video cameras and programmable detection zones offer increased reliability, adaptability and flexibility plus, instead of taking manual counts, they can continuously capture and record traffic (including vehicle types) and pedestrian data to be used as input for traffic and pedestrian signal analysis in order to optimise signal timing and/or improve intersection safety. The annual budget cost indicated is sufficient to upgrade or convert one intersection from an embedded pavement system to a camera-based system or install real time data capturing system for a number of intersections that can be used to update signal timing continuously, depending on the intersection location and requirements.	$30,000
Walking Beam Flocculator Emergency Replacement	23N.20	Emergency replacement of the walking beam flocculator in cell 1 - flocculators are made-to-order and will likely have an extensive delivery time	$660,000
Water & Wastewater Capital Needs Assessment	26N.13	The purpose of this project is to take a comprehensive look at our aging Water Filtration Plant processes and vertical infrastructure to better understand asset conditions and support the prioritization of asset renewal or rehabilitation. Previous asset management plans and condition assessments focused on building envelope, electrical/mechanical systems and other building items not focused on process, instrumentation and specialized equipment. The primary outcome of this project will be to develop a lifecycle/condition based replacement or rehabilitation schedule along with capital project sheet description/rationale, budgetary costs to support financial forecasting, resourcing, incorporating emerging technologies, regulatory changes, climate change, energy conservation and projected population growth. It would also be beneficial if the assessment identified high level growth, expansion and planning opportunities on each site. The first phase of this project would be to retain a consultant to assist with a terms of reference for procurement of and RFP to complete the Capital needs assessment. The capital needs assessment would ideally provide a realistic phased schedule to allow for sufficient time for procurement, design and construction. Prioritized project sheets would be completed from 2030 to 2035 with key asset replacements or refurbishments listed out to 2040. 2025 - Consultant support to draft T of R and complete LiDAR scans 2026 - Post RFP, award and execute Facilities to be included in Water Capital Needs Assessment include: - Water Treatment Plant - East Hill Booster Station - East Hill Reservoir - Beattie Booster Station - Bulk Water Fill (Public Works) Facilities to be included in Wastewater Capital Needs Assessment include: -Wastewater treatment Plant -Westside Pump Station	$250,000

Project Name	Project Number	Description	Budget
Water Distribution Building Roof Extension	24N.3	The existing water shop building at the Public Works facility was constructed in 2001. It houses the Water Distribution staff, equipment and material. There is a loading dock section located on the east side of the building which houses various fittings and material and, if covered, would be capable of housing and better protecting fittings and any stored equipment. The intent is to extend the roof and the rear and side walls, at minimum, and ideally provide full enclosure with an overhead door.	$150,000
Water Meter Replacement Program (3a5)	25N.5	Minimize revenue loss and maximize efficiency in the water-wastewater billing system, increasing overall financial sustainability. The City's inventory of water meters are requiring more frequent maintenance/replacement. As meters get older they have greater potential for decreased accuracy especially on the lowest end of the flow range. Improved technology could decrease reading effort and costs and create options for more frequent reading schedule, which makes calculating water losses more accurate, especially for properties required to run water to prevent pipes from freezing. Phase 1 - Draft terms of reference for Request for Proposal for water meter installation and project administration. Undertake procurement process. Review contractor's business case - end of phase 1. Phase 2 - if business case is successful - Oversee project rollout and administer contract Intent is to do sole-source justification but a Legal opinion will be sought.	$3,500,000
Water Rescue - Ice Commander Suits (x6 units)	26U.4	Ice Commander suit replacement. 15 year lifespan, 2 purchased in 2011 and 4 in 2014. Planning to replace 3 at a time at a cost of approximately $1500 each.	$5,000
Watermain Relocation - 3rd Avenue E Development	22N.3	At a number of locations on the 3rd Avenue East project, some watermain will have to be relocated to avoid conflict with other infrastructure. This will avoid the risk of failure of this trunk main.	$100,000
Weaver's Creek Boardwalk Replacement - Study	24D.3	Weaver's Creek Boardwalk, constructed in 2000 through a partnership with Outdoors Adventures, provides access to view Weaver's Creek Falls from Harrison Park. The wood boardwalk has failed and requires replacement. Options for the type of walkway and the alignment would be explored. Options would be brought back for endorsement along with a detail breakdown of the technical and cost implications of the options. Options will need to take into consideration the sensitive watercourse environment of the site and the technical implications of constructing a walkway in or adjacent to a watercourse or wooded bank environment. The options would be costed and a preferred option determined based on an evaluation matrix. A tender package would be prepared for the preferred option and a contractor secured to construct. This capital project will involve the hiring of an engineering consultant to: 1. Carry out exploratory work (geotechnical and structural), 2. Develop walkway options and create a evaluation matrix to establish a preferred option 3. Generate design drawings and tender documentation. 4. Tender the work and secure a contractor to construct the preferred walkway option.	$140,000

Project Name	Project Number	Description	Budget
Winter Maintenance Review (5b1)	OPR-26-051	Undertake a review of winter maintenance to determine an appropriate level of service vs. cost, which includes the actions recommended by MNP. These include: a) Document routes and routines for snow removal during varying levels of snowfall over a winter season including sidewalk snow removal. b) Triage routes ranking most important to finish first to least important to finish first c) Assign disruption costs to different routes: what is the relative disruption to the City's transportation for every hour not cleared d) Conduct an optimization exercise to determine a route schedule that realizes an acceptable sum of disruption costs while minimizing time in motion for City equipment operators	$0
Work Order Management System Worktech Upgrade to Pearl	25A.4	In 2022 the City undertook an IT Needs Assessment, based on strategic and legislative requirements, which facilitated an extensive review of the City's core systems. The goals of the project were to identify which systems meet current and future needs as well as to enhance the City's ability to deliver critical services, improve service delivery, enhance efficiencies, and provide a higher level of integration between platforms. As part of the final report, a long-term solution architecture for the City was developed prioritizing which systems need to be replaced in which order. This 2025 project will improve access to the current systems by moving to the web based version of our work order management system and address issues with time-sheet entry. Project will streamline the accounts payable process by adding on and enhancing the use of current modules within the Financial system. During the project, the City will also conduct a process and optimization review on both GP (Great Plains) and our work order management system ensuring that operational efficiencies are highlighted.	$164,200
WTP - Filter Refurbishment (ice green)	22N.4	Further to a consultant's study completed in 2020, and subsequent report presented to the Operations Committee, the filters at the Water Treatment Plant require rehabilitation work. This includes media and underdrain replacement as well as air scour installation. The upgrades will increase the useful life of the asset and also improve filter capacity substantially during wet weather events. Additionally, as part of the work, other work included in the capital plan will be undertaken, including valve, piping, other mechanical replacements, instrumentation work, and pump control equipment. This project was included in the City's "Green Stream" Provincial/Federal program funding application in 2021. Initial indications are that the grant will be successful. Of the total project cost of approximately $4,000,000, it is anticipated that $3,000,000 will be covered by the grant funding.	$3,955,000
WTP Building Condition Assessment Implementation	26N.12	The 2024 building condition assessment identified approximately $3 Million in non-treatment facility component rehabilitation or replacements over the next 5 years. The 2026 to 2028 period will address electrical and building envelope issues, and will include the transformer replacement project that commenced in 2022. Annual project.	$340,000

Project Name	Project Number	Description	Budget
WTP Ultraviolet Light Replacement	23N.3	There are four ultraviolet disinfection units at the Water Treatment Plant. They have been in operation for 19 years (since 2003); one per filter. The manufacturer provided a letter in September 2021, stating this older generation model of the UV system will be retired from active support. The model itself was sold beginning in the year 2000 and has not been sold since 2006; having been supplanted by upgraded models. The City has been put on notice that parts for that model will become less attainable within the next 3 years. It is intended to replace two units per year in 2023 and 2024. The WTP Capital Asset Assessment undertaken in 2016 guides the City's 10-year Water Capital Plan. This plan assessed that these units were in good condition at that time (which was accurate). But there was no reasonable way to predict the manufacturers future plans for support at that time.	$600,000
WWTP Intermediate Bar Screens	22O.4	The existing Bar Screens at the Wastewater Treatment Plant provide pre-treatment removal of coarse materials before grit removal and clarification. Materials removed include rags, sticks, and other debris, which would damage downstream components if not removed. The biosolids removed in the clarifiers are pumped to the digester for further treatment, and then to storage tanks. However, because initial screening does not remove 100% of the coarse material, over time, rags and other items build up in the digester and storage tanks and need to be removed in a cleanout, which is an expensive process; $150,000 + for a storage tank and $300,000 + for the digester. In 2021 the digester cleanout which was undertaken confirmed that excess materials are passing through the screening process, affecting the digestion process, and impacting cleanout costs New Intermediate fine screening equipment, located between the grit building and the clarifiers, would pay for itself by reducing frequency of expensive tank cleanouts. Even more importantly, it would reduce the risk to the BAF process which could result in environmental non-compliance and requiring replacement of expensive BAF media.	$980,000
Zoning Bylaw Update	22E.1	In accordance with the Planning Act, an Official Plan is to be updated not less than every 5 years. The City completed the Official Plan update in 2021. A municipality is legislatively mandated to update its zoning by-law no less than three years after the approval of an Official Plan under Planning Act Sec. 26(9). The City's Zoning By-law came into force in 2010 and will require review and update upon completion of the City's Official Plan. It is staff's objective, if time and capacity exists, to complete the review internally and have the document peer reviewed. If constraints necessitate, Staff will craft the new Zoning By-law in partnership with the consultant.	$35,000

Appendices to follow this document:

- Appendix A - Full List of 2026-2030 Capital Projects
- Appendix B - Unfunded Projects
- Appendix C - 2026-2030 Capital Plan Project Detail Sheets

Organizational Work Plan - City of Owen Sound, 2026

ANNUAL

Organizational Work Plan

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Appendix A - Full List of 2026 - 2030 Capital Projects

2026-2030 Multi-Year Capital Plan

Department	Project Number	Priority Score	Project	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Animal Control								
Animal Control	27K.1	33.50	Furnace and Condenser Replacement		$ 10,000			
Animal Control	27K.2	36.50	Reception / Storage Area Upgrades		$ 25,000			
Animal Control Total				**$ -**	**$ 35,000**	**$ -**	**$ -**	**$ -**
Bayshore								
Bayshore	26H.1	29.40	Floor Scrubber Replacement	$ 20,000				
Bayshore	26H.3	23.10	Unit Heater 2 & 6 Replacement	$ 10,000				
Bayshore	26H.4	44.60	Lacrosse Turf	$ 50,000				
Bayshore	28H.4	32.20	Domestic Hot Water Boiler Replacement			$ 25,000		
Bayshore	28H.5	27.60	Domestic Hot Water Tank Replacement			$ 20,000		
Bayshore	30H.1	45.20	Window and Door Replacement					$ 30,000
Bayshore	30H.2	23.10	Unit Heather 1, 3 & 8 Replacement					$ 15,000
Bayshore	30H.3	31.80	Christie Hare Room Floor Replacement					$ 40,000
Bayshore	30H.4	32.20	Rutherford Hall Floor Replacement					$ 100,000
Bayshore	30H.5	25.40	Ice Resurfacer Room Floor Repairs					$ 60,000
Bayshore Total				**$ 80,000**	**$ -**	**$ 45,000**	**$ -**	**$ 245,000**
City Hall								
City Hall	28G.1	33.60	City Hall Carpet Replacement			$ 50,000		
City Hall	28G.2	21.40	City Hall Interior Wall Painting			$ 20,000		
City Hall	28G.3	26.60	City Hall Access Control System Software Replacement			$ 75,000		
City Hall Total				**$ -**	**$ -**	**$ 145,000**	**$ -**	**$ -**
Downtown								
Downtown	22C.2	63.30	DRP Phase 2 - 1st Ave E (900 Block)	$ 15,000				
Downtown	26C.1	40.10	Wayfinding Signage	$ 50,000				
Downtown	26C.2	67.60	River District Revitalization Plan	$ 100,000				
Downtown Total				**$ 165,000**	**$ -**	**$ -**	**$ -**	**$ -**

Department	Project Number	Priority Score	Project	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Engineering								
Engineering	22N.3	66.30	32nd St E - East Bayshore Road to 9th Ave E - Watermain Replacement and Road Rehabilitation	$ 140,000				
Engineering	22P.7	67.50	9th Ave E - Looping Watermain - Ph.1 & Ph.2	$ 10,000				
Engineering	22P.8	83.40	Alpha Street Reconstruction - 6th Ave W to 9th Ave W	$ 40,000				
Engineering	23P.3	25.40	8th Street East (RW-22 to RW-25) - 700 Block - North Side	$ 90,000	$ 2,500	$ 2,500		
Engineering	24P.20	47.40	27th St W - 4th Ave W to Outfall	$ 650,000	$ 10,000	$ 10,000		
Engineering	25P.2	59.70	4th Ave W - 15th St W to 17th St W (incl. 16th St W - 400 block and 17th St W - 400 block) - Reconstruction	$ 5,400,000	$ 25,000	$ 25,000		
Engineering	25P.10	66.00	9th Ave E - Superior St to 10th St E Watermain Replacement	$ 5,835,300	$ 30,000	$ 30,000		
Engineering	25P.12*	74.10	9th Avenue East - 20th St E to 23rd St "A" E	$ 385,000	$ 8,976,875			
Engineering	25P.13	58.20	16th St. E. Pedestrian Tunnel Rehabilitation	$ 48,545	$ 48,545	$ 1,381,730		
Engineering	26P.5	46.20	Pedestrian/School Crossing Construction - 9th Ave E at 15th St "A" E coordinated with Connecting Link Project (above)	$ 50,000				
Engineering	26P.9	81.30	Asphalt & Concrete Replacement - Annual Program	$ 700,000				
Engineering	26Q.1	59.00	Replace/Install New Streetlights - Conventional	$ 42,000				
Engineering	26Q.2	42.60	Vehicle Detection Installation (wireless traffic sensors)	$ 30,000				
Engineering	26Q.3	41.00	New Accessible Pedestrian Signals (APS)	$ 30,000				
Engineering	26Q.4	49.90	Traffic Controller Replacement	$ 30,000				
Engineering	27P.1	60.10	4th Ave W - 17th St W to 20th St W - Reconstruction		$ 3,700,000	$ 20,000	$ 20,000	
Engineering	27P.6	46.50	16th St E & 20th Ave E Intersection Upgrading and 20th Ave E Construction - Thompson Centres Servicing Agreement		$ 478,000			
Engineering	27P.7	81.30	Asphalt & Concrete Replacement - Annual Program		$ 700,000			
Engineering	27P.8	47.40	8th St E/GR 5 - From end of curb (600 m east of 8th St E) to 20th Ave E		$ 40,000	$ 400,000	$ 5,000	$ 5,000
Engineering	27P.9	53.70	2nd Ave W/GR 1 - 10th St W to 14th St W (675 m)		$ 55,000	$ 550,000	$ 15,000	$ 15,000
Engineering	27P.10	40.60	20th Street East Culverts (OS-10) - west of 28th Ave E		$ 100,000	$ 720,000	$ 10,000	$ 10,000
Engineering	27P.11	44.20	5th Avenue East (RW-4) - 700 block - east side		$ 75,000	$ 400,000	$ 10,000	$ 10,000
Engineering	27P.12	21.10	East Side Master Servicing		$ 250,000			
Engineering	27Q.1	59.00	Replace/Install New Streetlights - Conventional		$ 45,000			
Engineering	27Q.2	42.60	Vehicle Detection Installation (wireless traffic sensors)		$ 32,000			
Engineering	27Q.3	41.00	New Accessible Pedestrian Signals (APS)		$ 32,000			
Engineering	27Q.4	49.90	Traffic Controller Replacement		$ 32,000			
Engineering	28P.4	45.50	Transportation Master Plan update			$ 300,000		
Engineering	28P.5	44.10	9th Ave E - 32nd St E to Kenny Drain - Watermain Replacement, PRV Installation, Road Rehab			$ 150,000	$ 1,500,000	$ 10,000

Department	Project Number	Priority Score	Project	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Engineering	28P.6	81.30	Asphalt & Concrete Replacement - Annual Program			$ 700,000		
Engineering	28P.7	56.30	3rd Ave E/GR 15 - 10th St E to 12th St E - Phase 1			$ 300,000	$ 3,000,000	$ 20,000
Engineering	28P.8	32.10	28th Avenue East Culverts (OS-17) - north of 20th St E			$ 80,000	$ 650,000	$ 10,000
Engineering	28P.9	43.20	10th St W - Upper North Side - RW-3B (Connecting Link)			$ 80,000	$ 600,000	$ 15,000
Engineering	28Q.1	59.00	Replace/Install New Streetlights - Conventional			$ 47,000		
Engineering	28Q.2	42.60	Vehicle Detection Installation (wireless traffic sensors)			$ 35,000		
Engineering	28Q.3	41.00	New Accessible Pedestrian Signals (APS)			$ 35,000		
Engineering	28Q.4	49.90	Traffic Controller Replacement			$ 35,000		
Engineering	29P.3	81.30	Asphalt & Concrete Replacement - Annual Program				$ 700,000	
Engineering	29P.4	55.90	3rd Ave E/GR 15 - 12th St E to 14th St E - Phase 2				$ 300,000	$ 3,000,000
Engineering	29P.5	38.30	9th Avenue East Culvert (OS-15) - south of 32nd St E				$ 35,000	$ 250,000
Engineering	29Q.1	59.00	Replace/Install New Streetlights - Conventional				$ 50,000	
Engineering	29Q.2	42.60	Vehicle Detection Installation (wireless traffic sensors)				$ 38,000	
Engineering	29Q.3	41.00	New Accessible Pedestrian Signals (APS)				$ 38,000	
Engineering	29Q.4	49.90	Traffic Controller Replacement				$ 38,000	
Engineering	29Q.5	61.20	Intersection Upgrading - 10th St W/8th Ave W				$ 80,000	$ 429,500
Engineering	30P.1	81.30	Asphalt & Concrete Replacement - Annual Program					$ 700,000
Engineering	30P.2	45.50	Moores Hill Road and Retaining Walls - Reconstruction					$ 220,000
Engineering	30P.3	56.30	3rd Ave E/GR 15 - 14th St E to 18th St E - Phase 3 (includes intersection improvements at 15th St E)					$ 600,000
Engineering	30P.4	48.20	10th St E - Upper South Side - RW-2A (Connecting Link)					$ 40,000
Engineering	30Q.1	59.00	Replace/Install New Streetlights - Conventional					$ 53,000
Engineering	30Q.2	42.60	Vehicle Detection Installation (wireless traffic sensors)					$ 40,000
Engineering	30Q.3	41.00	New Accessible Pedestrian Signals (APS)					$ 40,000
Engineering	30Q.4	49.90	Traffic Controller Replacement					$ 40,000
Engineering Total				**$ 13,480,845**	**$ 14,631,920**	**$ 5,301,230**	**$ 7,089,000**	**$ 5,507,500**
Environmental Services								
Environmental Services	27R.1	42.30	Transit Terminal Window and Door Replacement		$ 25,000			
Environmental Services Total				**$ -**	**$ 25,000**	**$ -**	**$ -**	**$ -**

Department	Project Number	Priority Score	Project	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Corporate Facility Programs								
Facilities - Corporate Facility Programs	27M.5	19.00	General Facilities Bottle Fill Stations		$ 10,000			
Facilities - Corporate Facility Programs	30M.4	19.00	General Facilities Bottle Fill Stations					$ 10,000
Corporate Facility Programs Total				**$ -**	**$ 10,000**	**$ -**	**$ -**	**$ 10,000**
Billy Bishop Museum								
Facilities - Billy Bishop Museum	25M.11	34.60	BBM Interior Rehabilitation	$ 15,000	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Facilities - Billy Bishop Museum	28M.3	29.10	HVAC Replacement			$ 30,000		
Facilities - Billy Bishop Museum	27M.1	14.70	Side Porch Upgrades		$ 30,000			
Facilities - Billy Bishop Museum	27M.2	31.60	Accessibility Upgrades		$ 50,000			
Facilities - Billy Bishop Museum	29M.1	21.40	Roof West Section Structural Repairs				$ 30,000	
Facilities - Billy Bishop Museum	30M.3	20.20	Window Repairs and Painting					$ 150,000
Billy Bishop Museum Total				**$ 15,000**	**$ 95,000**	**$ 45,000**	**$ 45,000**	**$ 165,000**
CN Station (Marine and Rail Museum/Tourism)								
Facilities - CN Station	26M.3	33.30	CN Station AC Units Replacement	$ 7,000				
Facilities - CN Station	28M.1	34.30	Decking Replacement & Slab Repairs			$ 20,000		
Facilities - CN Station	28M.2	38.30	Exterior Landscaping Repairs & Accessibility Upgrades			$ 50,000		
CN Station (Marine and Rail Museum/Tourism) Total				**$ 7,000**	**$ -**	**$ 70,000**	**$ -**	**$ -**
Market Building								
Facilities - Market Building	25M.3	27.20	Door Repairs/Replacement	$ 15,000				
Facilities - Market Building	26M.9	40.30	Farmers Market Public Washroom Rehabilitation	$ 75,000				
Facilities - Market Building	30M.1	21.50	Radiator Replacement					$ 34,500
Market Building Total				**$ 90,000**	**$ -**	**$ -**	**$ -**	**$ 34,500**

Department	Project Number	Priority Score	Project	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Tom Thomson Art Gallery								
Facilities - Tom Thomson Art Gallery	27M.4	31.40	Facility Expansion (dependant on option selected)		$ 500,000			
Tom Thomson Art Gallery Total				**$ -**	**$ 500,000**	**$ -**	**$ -**	**$ -**
Facilities Total				**$ 112,000**	**$ 605,000**	**$ 115,000**	**$ 45,000**	**$ 209,500**
Fire								
Fire	26U.2	65.20	Bunker Gear Replacement	$ 42,000				
Fire	26U.3	48.30	Small Equipment, Tools and Supplies - Pooled Assets	$ 5,400				
Fire	26U.4	60.80	Water Rescue - Ice Commander Suits (x6 units)	$ 5,000				
Fire	27U.1	39.90	Mobile Data Terminals Installed in Apparatus		$ 12,000			
Fire	27U.2	51.00	Rope Rescue Equipment		$ 9,000			
Fire	27U.3	48.60	Water Rescue- Survival Suits (x4 units) Life Jackets and PFDs (x12 units)		$ 6,000			
Fire	27U.4	55.00	Automated External Defibrillators (AEDs) (x2 units)		$ 5,000			
Fire	27U.5	38.10	Unit Heater Replacement (x3 Units) - Apparatus Bay		$ 40,000			
Fire	27U.6	48.20	Fire Hall Renovation and Addition - 50 Year Update		$ 1,202,520	$ 3,607,560		
Fire	27U.7	65.20	Bunker Gear Replacement		$ 45,000			
Fire	27U.8	48.30	Small Equipment, Tools and Supplies - Pooled Assets		$ 5,500			
Fire	28U.1	48.50	Auto Extrication Device Replacement - Hurst Cutter, Spreader, Ram			$ 40,000		
Fire	28U.2	65.20	Bunker Gear Replacement			$ 30,000		
Fire	28U.3	48.30	Small Equipment, Tools and Supplies - Pooled Assets			$ 5,600		
Fire	29U.1	62.80	Water Rescue - Ice Commander Suits (x6 units)				$ 5,200	
Fire	29U.2	53.00	Thermal Imaging Camera				$ 15,000	
Fire	29U.3	73.10	Water Rescue - Inflatable Life Raft				$ 9,500	
Fire	29U.4	65.20	Bunker Gear Replacement				$ 42,000	
Fire	29U.5	48.30	Small Equipment, Tools and Supplies - Pooled Assets				$ 5,700	
Fire	30U.1	65.20	Bunker Gear Replacement					$ 44,500
Fire	30U.2	48.30	Small Equipment, Tools and Supplies - Pooled Assets					$ 5,800
Fire Total				**$ 52,400**	**$ 1,325,020**	**$ 3,683,160**	**$ 77,400**	**$ 50,300**

Department	Project Number	Priority Score	Project	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Information Technology								
Information Technology	25A.2	43.00	Telephone System Replacement	$ 139,000				
Information Technology	26A.1	33.00	Computer Capital - Replace Staff Cell Phones (Mobile Technology)	$ 42,400	$ 51,800			
Information Technology	26A.2	33.00	Network Infrastructure - New Council Equipment	$ 28,900				
Information Technology	26A.3	31.00	Network Infrastructure (UPS Replacement & Firewalls)	$ 67,000				
Information Technology	26A.5	44.50	Software Transformation - File Records Management System	$ 45,000				
Information Technology	26A.6	44.50	Software Transformation - ERP	$ 50,000	$ 110,000	$ 610,000	$ 110,000	
Information Technology	26A.7	44.50	Software Transformation - BeyondShare	$ 53,500	$ 32,500			
Information Technology	27A.1	43.00	Computer Replacement		$ 96,000			
Information Technology	27A.2	43.00	Monitor Replacement		$ 11,000			
Information Technology	27A.4	43.40	Firewall Replacement		$ 14,000		$ 35,000	
Information Technology	27A.5	43.00	Data Storage for Replacement		$ 34,400			
Information Technology	27A.6	45.40	Wireless Access Points Replacement		$ 20,000			
Information Technology	27A.7	44.50	Software Transformation - HRIS		$ 163,680	$ 84,320		
Information Technology	28A.1	24.00	Projectors			$ 16,000		
Information Technology	28A.2	44.60	Meeting Room Equipment			$ 15,000		
Information Technology	28A.3	41.00	Video Surveillance System Replacement			$ 70,000		
Information Technology	28A.4	44.50	Software Transformation - Mobile Technology + AVL			$ 52,800		
Information Technology	29A.1	46.00	Replace Host Servers				$ 162,700	
Information Technology	30A.1	33.00	Network Infrastructure - New Council Equipment					$ 27,500
Information Technology	30A.2	43.00	Monitor Replacement					$ 13,750
Information Technology	30A.3	50.40	Computer Capital - Replace Staff Cell Phones (Mobile Technology)					$ 38,500
Information Technology	30A.4	30.00	Council Chamber Equipment Replacement					$ 121,900
Information Technology	30A.5	44.50	Software Transformation - Asset Management					$ 110,550
Information Technology	30A.6	43.00	Computer Replacement					$ 121,750
Information Technology Total				**$ 425,800**	**$ 533,380**	**$ 848,120**	**$ 307,700**	**$ 433,950**

Department	Project Number	Priority Score	Project	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
JMRRC								
JMRRC	27I.1	27.00	Compressor 2 Replacement		$ 30,000			
JMRRC	28I.1	35.00	Ice Resurfacer			$ 130,000		
JMRRC	28I.2	26.70	B.A.S. Control Upgrades			$ 65,000		
JMRRC	29I.1	29.40	Floor Scrubber Replacement				$ 20,000	
JMRRC	29I.2	38.00	Plate and Frame Regasket 2				$ 30,000	
JMRRC	29I.3	38.00	Plate and Frame Regasket 3				$ 30,000	
JMRRC	30I.1	36.10	Compressor 1 Replacement					$ 30,000
JMRRC	30I.2	35.00	Domestic Hot Water Boiler 1 Replacement					$ 70,000
JMRRC	30I.3	35.00	Domestic Hot Water Boiler 2 Replacement					$ 70,000
JMRRC	301.4	36.00	Natural Gas Refueler					$ 60,000
JMRRC	30I.5	21.80	Roof Section 3 Replacement					$ 453,000
JMRRC Total				**$ -**	**$ 30,000**	**$ 195,000**	**$ 80,000**	**$ 683,000**
Library								
Library	26V.2	41.70	Entrance Door Replacement	$ 60,000				
Library	26V.3	30.10	Masonry Repointing	$ 50,000				
Library	26V.4	27.50	Window and Door Replacement	$ 125,000				
Library	30V.1	23.50	Detailed Electrical and Mechanical Assessment					$ 25,000
Library Total				**$ 235,000**	**$ -**	**$ -**	**$ -**	**$ 25,000**
Parks & Cemetery								
Parks & Cemetery	24D.5	37.10	Community Hall Parking - Refresh Gravel	$ 20,000				
Parks & Cemetery	25D.18	67.20	Kelso Beach Playground Replacement	$ 450,000				
Parks & Cemetery	25D.51	36.40	Duncan McLellan Field Design and Rehabilitation	$ 170,000	$ 310,000	$ 210,000		
Parks & Cemetery	26D.5	24.00	HP Workshop Storage Bay Roof and Siding Replacement	$ 40,000				
Parks & Cemetery	26D.7	20.80	Workshop Staff Area Update	$ 25,000				
Parks & Cemetery	26D.16	42.00	Entrance Gate	$ 5,000	$ 25,000			
Parks & Cemetery	26D.17	40.50	Harrison Park Rainbow Bridge - OSIM#21	$ 80,000				
Parks & Cemetery	26D.18	40.50	Harrison Park Channel - North Bridge - OSIM#22	$ 20,000				
Parks & Cemetery	26D.20	46.90	Tom Williams Washroom Building Renovation	$ 60,000				
Parks & Cemetery	27D.4	19.80	Westside Shop Roof Replacement		$ 7,000			
Parks & Cemetery	27D.5	19.80	West Side Boat Launch Canteen Roof Replacement		$ 10,000			
Parks & Cemetery	27D.6	27.50	Player Bench Structures		$ 60,000			
Parks & Cemetery	27D.8	34.10	Survey Underutilized Areas- (Master Plan Implementation)		$ 15,000			

Department	Project Number	Priority Score	Project	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Parks & Cemetery	27D.9	49.20	Harrison Park Bird Sanctuary Naturalization		$ 37,000			
Parks & Cemetery	27D.10	30.40	St. George's Utility Facility Upgrades		$ 50,000			
Parks & Cemetery	27D.11	24.50	Laundry Ceiling Repairs		$ 10,000			
Parks & Cemetery	27D.12	21.90	Laundry Window and Door Replacement		$ 15,000			
Parks & Cemetery	28D.1	29.10	Sr. Centre Furnace Replacement			$ 15,000		
Parks & Cemetery	28D.2	29.10	Furnace Replacement			$ 25,000		
Parks & Cemetery	28D.3	22.00	Workshop Storage Bay Roof and Siding Replacement			$ 20,000		
Parks & Cemetery	28D.4	25.80	Waste Receptacles			$ 15,000		
Parks & Cemetery	28D.6	47.90	Ed Taylor Park Playground			$ 180,000		
Parks & Cemetery	28D.7	28.50	Trail Design and Signage Standards Development			$ 25,000		
Parks & Cemetery	28D.8	40.50	Waterfront Trail - Pottawatomi River Bridge - OSIM#06			$ 34,000		
Parks & Cemetery	28D.9	40.50	Harrison Park - North Mile Drive Bridge (South) - OSIM#24			$ 97,000		
Parks & Cemetery	28D.10	40.50	East Harbour Boat Launch Bridge - OSIM#26			$ 54,000		
Parks & Cemetery	28D.11	47.90	St. Julien Park Playground			$ 155,000		
Parks & Cemetery	28D.19	40.50	Harrison Park - North Mile Drive Bridge (North) - OSIM#23			$ 113,000		
Parks & Cemetery	28D.20	40.50	Harrison Park Channel - North Bridge - OSIM#22			$ 44,000		
Parks & Cemetery	29D.1	44.50	Trail Signage Standard Implementation Citywide				$ 50,000	$ 50,000
Parks & Cemetery	29D.2	44.50	Campground Access Control and Layby Area at Entrance				$ 20,000	
Parks & Cemetery	30D.1	44.50	Parking Lot Upgrades					$ 75,000
Parks & Cemetery	30D.2	32.70	Community Hall Window Replacement					$ 43,000
Parks & Cemetery	30D.3	32.70	Seniors Centre Window and Door Replacement					$ 20,000
Parks & Cemetery	30D.4	32.70	Window and Door Replacement					$ 17,500
Parks & Cemetery	30D.5	18.80	HP Workshop Interior Door Replacement					$ 28,000
Parks & Cemetery	30D.6	47.90	Westmount Playground					$ 180,000
Parks & Cemetery	30D.7	20.80	Duncan McLellan Fieldhouse Floor Replacement					$ 26,200
Parks & Cemetery	30D.8	19.00	Duncan McLellan Field House Exhaust Fan Replacement					$ 10,400
Parks & Cemetery	30D.9	44.20	Kinsmen Park Bleachers					$ 20,000
Parks & Cemetery	30D.10	47.90	Parkview Playground					$ 180,000
Parks & Cemetery	30D.11	47.90	28th St Tot Lot Playground					$ 180,000
Parks & Cemetery Total				**$ 870,000**	**$ 539,000**	**$ 987,000**	**$ 70,000**	**$ 830,100**

Department	Project Number	Priority Score	Project	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Police Building								
Police	23J.5	33.20	OSPS Overhead Door Replacement		$ 10,000			
Police	26J.1	25.70	Boiler System Valve Replacement	$ 90,000				
Police	26J.2	35.10	Rebalance Air System (HVAC)	$ 25,000	$ 40,000			
Police	26J.3	32.40	Washroom Upgrades	$ 100,000				
Police	27J.3	21.40	OSPS Section 3 Roof Restoration		$ 80,000			
Police	27J.4	40.30	AHU Replacement (Penthouse)		$ 80,000	$ 750,000	$ 790,000	
Police	27J.5	36.30	Facility Lighting LED Conversion		$ 120,000			
Police	27J.6	36.30	Emergency Lighting LED Conversion		$ 40,000			
Police	28J.1	23.40	Elevator Upgrades or Replacement			$ 225,000		
Police	28J.2	19.00	Fire Alarm System Replacement			$ 30,000		
Police	29J.1	40.30	OSPS Window and Door Replacement				$ 375,000	
Police	29J.2	38.30	Packaged Roof Top HVAC Unit (cells)				$ 40,000	
Police	30J.1	38.30	Boiler System Replacement					$ 150,000
Police Building Total				**$ 215,000**	**$ 370,000**	**$ 1,005,000**	**$ 1,205,000**	**$ 150,000**
Public Works Building								
Public Works Building	26M.6	23.40	Roof Section 1 Replacement	$ 385,000				
Public Works Building	26M.7	23.40	Roof Section 2 Replacement	$ 264,000				
Public Works Building	26M.8	23.40	Roof Section 3 Replacement	$ 44,000				
Public Works Building	27M.3	29.50	Hot Water Heater Replacement		$ 15,000			
Public Works Building	27M.5	26.10	Radiant Tube Heater Replacement		$ 54,000			
Public Works Building	30M.2	29.50	Exterior Steel Entrance Door Replacement					$ 16,600
Public Works Building Total				**$ 693,000**	**$ 69,000**	**$ -**	**$ -**	**$ 16,600**
Strategic Initiatives								
Strategic Initiatives	27B.1	37.70	Employee Engagement Initiative		$ 25,000			
Strategic Initiatives	27B.2	42.50	Term of Council Priorities - Strategic Plan (Term)		$ 15,000			
Strategic Initiatives	27B.3	37.50	Community Engagement (Citizen Satisfaction Survey)		$ 25,000			
Strategic Initiatives	27B.4	34.50	Employee Development and Performance Tool		$ 25,000			
Strategic Initiatives	28B.1	50.70	Ground Signs - EMD (Bayshore and JMRRC)			$ 75,000		
Strategic Initiatives	29B.1	42.60	Pay Equity and Market Review				$ 15,000	
Strategic Initiatives	30B.1	26.60	Employee Engagement Initiative					$ 25,000

Department	Project Number	Priority Score	Project	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Strategic Initiatives	30B.2	45.00	Corporate Website					$ 50,000
Strategic Initiatives	30B.3	37.50	Community Engagement (Citizen Satisfaction Survey)					$ 25,000
Strategic Initiatives Total				**$ -**	**$ 90,000**	**$ 75,000**	**$ 15,000**	**$ 100,000**
Wastewater								
Wastewater	23O.3	56.90	WWTP Site Building, HVAC and Roof Repairs	$ 40,000	$ 10,000			
Wastewater	26O.1	73.30	Process Structural esp Clarifiers	$ 150,000				
Wastewater	26O.3	60.40	Clarifier Mechanical Maintenance	$ 50,000				
Wastewater	26O.4	68.40	Process Mechanical i/c Biogas Equipment	$ 220,000				
Wastewater	26O.5	73.90	Process Electrical i/c Gas Detection	$ 45,000				
Wastewater	26O.7	74.40	I & I Flow Monitoring	$ 60,000				
Wastewater	26O.8	63.90	11th St West (663-685) Sanitary Repair	$ 125,000				
Wastewater	26O.9	65.60	Storm Water Separation Program	$ 25,000				
Wastewater	27O.1	69.30	Storage Tank Biosolids Cleanout		$ 150,000			
Wastewater	27O.2	66.40	WWTP Instrumentation/SCADA		$ 150,000			
Wastewater	27O.3	61.10	Sanitary Collection System TV Inspection		$ 60,000			
Wastewater	27O.4.	52.00	CLI Approval Requirements		$ 40,000			
Wastewater	27O.5	65.60	Storm Water Separation Program		$ 30,000			
Wastewater	28O.1	61.00	Minor Pumping Station Rehab			$ 300,000		
Wastewater	28O.3	60.40	Clarifier Mechanical Maintenance			$ 50,000		
Wastewater	28O.4	65.60	Storm Water Separation Program			$ 25,000		
Wastewater	29O.1	61.40	Sanitary Collection System TV Inspection				$ 60,000	
Wastewater	29O.2	61.60	Collection System Capital Reinvestment				$ 350,000	$ 350,000
Wastewater	29O.3	65.60	Storm Water Separation Program				$ 25,000	
Wastewater	30O.1	50.80	27th St Pumping Station Standby Generator					$ 50,000
Wastewater	30O.2	60.40	Clarifier Mechanical Maintenance					$ 50,000
Wastewater	30O.3	69.30	Storage Tank Biosolids Cleanout					$ 150,000
Wastewater	30O.4	66.40	WWTP Instrumentation/SCADA					$ 40,000
Wastewater	30O.5	65.60	Storm Water Separation Program					$ 25,000
Wastewater Total				**$ 715,000**	**$ 440,000**	**$ 375,000**	**$ 435,000**	**$ 665,000**

Department	Project Number	Priority Score	Project	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Water								
Water	26N.2	73.30	Condition Assessment Municipal Reservoir	$ 20,000				
Water	26N.3	64.80	Valve Replacement	$ 40,000				
Water	26N.4	68.80	Piping rehabilitation/maintenance WTP	$ 250,000				
Water	26N.5	64.80	Instrumentation Replacement WTP	$ 30,000				
Water	26N.6	68.80	Electrical Upgrades - Main Breaker	$ 200,000				
Water	26N.8	66.10	Cathodic Protection Rehab	$ 310,000				
Water	26N.9	70.80	Leak Detection Survey	$ 20,000				
Water	26N.10	65.30	Cross Connection Control Program	$ 20,000				
Water	26N.11	56.30	Trunk Main and Valve Chamber Maintenance	$ 100,000				
Water	26N.12	60.90	Building Condition Assessment Implementation (Dist. Buildings + WTP Buildings)	$ 340,000				
Water	26N.13	86.00	Water and Wastewater Capital Needs Assessment	$ 250,000				
Water	26N.14	74.40	Flow Meter Replacement - Backwash and Industrial	$ 120,000				
Water	27N.1	57.40	Fire Hydrant Painting		$ 90,000			
Water	27N.2	63.80	Fire Hydrant Flow Testing		$ 50,000			
Water	27N.3	63.40	Water Treatment Plant Roof Replacements		$ 475,200			
Water	27N.4	66.10	Cathodic Protection Rehab		$ 270,000			
Water	27N.5	65.30	Cross Connection Control Program		$ 20,000			
Water	27N.6	56.30	Trunk Main and Valve Chamber Maintenance		$ 100,000			
Water	27N.7	60.90	Building Condition Assessment Implementation (Dist. Buildings + WTP Buildings)		$ 340,000			
Water	28N.1	66.10	Cathodic Protection Rehab			$ 300,000		
Water	28N.2	65.30	Cross Connection Control Program			$ 20,000		
Water	28N.3	56.30	Trunk Main and Valve Chamber Maintenance			$ 100,000		
Water	28N.4	64.80	Instrumentation Replacement WTP			$ 30,000		
Water	28N.5	60.90	Building Condition Assessment Implementation (Dist. Buildings + WTP Buildings)			$ 340,000		
Water	28N.6	62.90	Water Distribution System New Valve Chambers			$ 250,000		
Water	29N.1	59.60	Water System Model Update and Training				$ 25,000	
Water	29N.2	66.10	Cathodic Protection Rehab				$ 100,000	
Water	29N.3	64.80	Valve Replacement				$ 40,000	
Water	29N.4	68.80	Piping rehabilitation/maintenance WTP				$ 250,000	
Water	29N.5	70.80	Leak Detection Survey				$ 20,000	
Water	29N.6	70.40	Confined Space Equipment				$ 10,000	
Water	29N.7	70.30	Major Pump Replacement				$ 100,000	
Water	29N.8	54.60	Water Rate Study				$ 50,000	
Water	29N.10	62.30	SCADA Computer and Software Upgrade				$ 90,000	

Department	Project Number	Priority Score	Project	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Water	29N.11	65.30	Cross Connection Control Program				$ 20,000	
Water	29N.12	56.30	Trunk Main and Valve Chamber Maintenance				$ 100,000	
Water	29N.13	60.90	Building Condition Assessment Implementation (Dist. Buildings + WTP Buildings)				$ 340,000	
Water	30N.1	58.90	Bulk Water Fill Station					$ 50,000
Water	30N.2	59.20	WTP Storage Facility					$ 50,000
Water	30N.3	66.10	Cathodic Protection Rehab					$ 100,000
Water	30N.4	65.30	Cross Connection Control Program					$ 20,000
Water	30N.5	57.40	Fire Hydrant Painting					$ 90,000
Water	30N.6	56.30	Trunk Main and Valve Chamber Maintenance					$ 100,000
Water	30N.7	63.40	Water Treatment Plant Roof Replacements					$ 93,500
Water	30N.8	60.90	Building Condition Assessment Implementation (Dist. Buildings + WTP Buildings)					$ 340,000
Water Total				**$ 1,700,000**	**$ 1,345,200**	**$ 1,040,000**	**$ 1,145,000**	**$ 843,500**
Fleet & Equipment								
Fleet & Equipment	N/A	N/A	Fleet Program	$ 555,000	$ 4,908,630	$ 2,191,500	$ 1,569,000	$ 2,325,000
Fleet Total				**$ 555,000**	**$ 4,908,630**	**$ 2,191,500**	**$ 1,569,000**	**$ 2,325,000**
Police Contribution								
Police Contribution	N/A	N/A	Capital Contribution to OSPS	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000
Police Contribution Total				**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**
Total				**$ 19,449,045**	**$ 25,097,150**	**$ 16,156,010**	**$ 12,188,100**	**$ 12,234,450**

Appendix B - Unfunded Projects

2026-2030 Summary of Unfunded Capital Projects

Dept.	Project Name	Year	Budget	Project Source/Context
Bayshore	North Parking Lot Paving	2025	$ 2,500,000	Identified By Staff/Users Due To The Condition Of The Parking Lot And Current Level Of Maintenance Required
Bayshore	Generator	2026	$ 250,000	Identified By Staff After The Generator Transfer Switch Was Installed In 2020 When The Field Hospital Was Constructed
Bayshore	Arena Bowl Seat Replacement	2028	$ 770,000	Identified By Staff Due To The Current Seating Needing Constant Repairs, And Replacment Parts No Longer Available.
Bayshore	Ice Floor Cover	2028	$ 190,000	Facility Lifecycle Needs Analysis
Bayshore	South Parking Lot Paving	2029	$ 700,000	Identified By Staff/Users Due To The Condition Of The Gravel Parking Lot And Current Level Of Maintenance Required
Cemetery	Natural Burial Areas Landscape Construction (Master Plan Implementation)	2026	$ 120,000	Identified In Master Plan
Cemetery	Cemetery Asphalt Access Road Establishment (NW Section)	2026	$ 45,000	Internal Condition Assessment
Cemetery	Cemetery Asphalt Access Road Establishment (A Section)	2026	$ 40,000	Internal Condition Assessment
Cemetery	Office Basement Renovations	2026	$ 50,000	Facility Lifecycle Needs Analysis
Cemetery	Greenwood Office painting abatement and repainting (exterior)	2026	$ 150,000	Facility Lifecycle Needs Analysis - Option To Fund Via Care And Maintenance. This Is The Oldest "Residential" Building In Os, Is On A Designated Heritage Landscape, And Is Important To Maintain Heritage Assets At Greenwood Cemetery
Cemetery	Hazard Tree Removal (Master Plan Implementation)	2027	$ 120,000	Identified In Master Plan
Cemetery	Spoil Area Management	2027	$ 50,000	Requested By Neighbours Who Back Onto This Area Of The Cemetery
Cemetery	Master Plan Update	2028	$ 30,000	Cemetery Master Plan
Cemetery	Office Interior Upgrade (basement/main floor greeting area)	2026	$ 30,000	Facility Lifecycle Needs Analysis
Cemetery	Mausoleum Repointing and Downspout Repair	2026-2027	$ 60,000	Third Party Condition Assessment

2026-2030 Summary of Unfunded Capital Projects

Dept.	Project Name	Year	Budget	Project Source/Context
Cemetery	Water Line Upgrades	2026-2028	$ 60,000	Internal Condition Assessment
Cemetery	Mausoleum Vault Face Repairs (marble replacement)	2026-2028	$ 60,000	Third Party Condition Assessment
Cemetery	Office Window and Door Replacement	2030	$ 40,000	Third Party Condition Assessment
City Hall	Roof Lower Sections Enhancements	2029	$ 350,000	City Hall Preliminary Design
City Hall	Roof Lower Sections Enhancements	2029	$ 350,000	City Hall Preliminary Design
Downtown	Benches/Street Furniture	2026-2030	$ 100,000	Internal Condition Assessment
Downtown	Replace/Install New Streetlights - River District	2026-2030	$ 580,000	Identified by Staff
Engineering	Sidewalk and Pedestrian/School Crossing - New - Pedestrian Crossover - 2nd Ave E - 700 m	2027	$ 35,000	Identified as a long-standing deficiency based on public comments and staff initiative to provide consistent and safe pedestrian crossover treatments that are OTM approved
Engineering	Traffic Signal Replacement	2028-2030	$ 500,000	Identified by Staff
Engineering	Sidewalk and Pedestrian/School Crossing - New - Future Pedestrian/School Crossings	2029	$ 36,000	Identified by staff as an annual capital project that would upgrade existing non-AODA compliant pedestrian crossings
Engineering	Brooke Basin A3 MP - Reach 6 - 19th St W Culvert Replacement	2029-2030	$ 680,000	Identified as the Reach 6 priority in the Brooke Basin A3 Storm Water Master Plan
Engineering	9 Bends Ravine - Trail Slope Stability and SWM	2025 - 2028	$ 2,540,000	Identified by staff based on concerns received from Parks and Open Space staff and residents regarding slope drainage and erosion concerns
Engineering	26th St W - 5th Ave W to 7th Ave W	2026 - 2029	$ 400,000	Identified by Staff
Engineering	Kenny Drain - 23rd St E to 26th St E Channel	2026 - 2029	$ 740,000	Priority project identified in the Kenny Drain ESR Update and Master Plan
Engineering	17th St E Storm Outfall Channel & SWQ Pond Construction	2026 - 2029	$ 2,440,000	Priority project identified in the 17th Street East Storm Water Catchment and Drainage Study
Engineering	Kenny Drain Pond 4 Clean out	2027 - 2029	$ 1,320,000	Priority project identified in the Kenny Drain ESR Update and Master Plan
Engineering	Kenny Drain - SWM Pond 3 to 23rd St E Channel	2028-2029	$ 215,000	Priority project identified in the Kenny Drain ESR Update and Master Plan

2026-2030 Summary of Unfunded Capital Projects

Dept.	Project Name	Year	Budget	Project Source/Context
Engineering	16th St E & 22nd Ave E Intersection Upgrading - Install Traffic Signal	2027	$ 300,000	Subject to Developer Servicing Agreement
Engineering	16th St E Widening - north side - 18th Ave E to 150 m east of 22nd Ave E	2028	$ 1,200,000	Subject to Developer Servicing Agreement
Engineering	16th St E Widening - south side - Heritage Grove Centre Road to 150 m east of 22nd Ave E	2027	$ 600,000	Subject to Developer Servicing Agreement
Engineering	20th Ave. E. Road Construction - 17th St. E. to 20th St. E.	2030	$ 3,200,000	Subject to Developer Servicing Agreement
Facilities - McQuay Tannery	McQuay Tannery - Doors and Window Replacement	2027	$ 15,000	Facility Lifecycle Needs Analysis
Facilities - TTAG	TTAG - LED Lighting Retrofit	2030	$ 40,000	Facility Mechanical/Electrical Audit
Facilities - TTAG	TTAG - Storage Room Humidity Control Improvements	2030	$ 80,000	Facility Mechanical/Electrical Audit
Facilities - TTAG	TTAG - AHU-3 System Replacement (4T Main Entrance)	2026	$ 40,000	Facility Mechanical/Electrical Audit
Facilities - TTAG	TTAG - Rice House Demolition	2026	$ 25,000	TTAG Expansion Feasibility
Facilities - TTAG	TTAG - AHU-4 System Replacement (3T Basement)	2027	$ 80,000	Facility Mechanical/Electrical Audit
Facilities - TTAG	TTAG - Masonry Repointing	2025-2027	$ 75,000	Facility Lifecycle Needs Analysis
JMRRC	Bioswale Sidewalk Installation	2025	$ 25,000	Identified By Public
Library	Outdoor Programmable Space	2030	$ 50,000	Library Business Plan
Library	Front Steps, Ramp and Handrail Replacement - consider as part of DRP	2026	$ 200,000	Facility Lifecycle Needs Analysis
Library	Stairwell and Landing Flooring Replacement	2026	$ 30,000	Facility Lifecycle Needs Analysis
Library	Stairwell Glass and Wall Repair	2026	$ 100,000	Facility Lifecycle Needs Analysis
Library	Main Level Drop Ceiling Installation	2027	$ 50,000	Facility Lifecycle Needs Analysis
Library	Washroom Upgrades and Staff Washroom	2027	$ 50,000	Facility Lifecycle Needs Analysis
Parks	Kelso Beach Reconciliation Garden Noise Abatement	2026	$ 10,000	Identified By Public
Parks	Tom Williams Fencing Replacement	2025	$ 30,000	Internal Condition Assessment
Parks	Kelso Beach Frontage Renewal (Park Entrances, Parking Lot and Planting)	2026-2030	$ 1,100,000	Internal Condition Assessment
Parks	Kinsmen Park Ball Diamond	2026	$ 40,000	Internal Condition Assessment
Parks	Harrsion Park Asphalt and Sidewalks	2027	$ 2,000,000	Internal Condition Assessment
Parks	Kelso Main Stage Pavilion	2027	$ 150,000	Kelso Beach At Nawash Park Master Plan (2023)

2026-2030 Summary of Unfunded Capital Projects

Dept.	Project Name	Year	Budget	Project Source/Context
Parks	Kelso Beach Solar Trail Lighting	2027	$ 300,000	Kelso Beach At Nawash Park Master Plan (2023)
Parks	HP Inn - Main entrance to takeout window	2028	$ 150,000	Requestd By Facility Operator
Parks	Harrison Park Fountain Repair	2029	$ 10,000	Internal Condition Assessment
Parks	HP Pool Fountain Repair	2029	$ 10,000	Internal Condition Assessment
Parks	Kelso Beach Wayfinding Signage	2029-2030	$ 120,000	Informal Master Planning Exercise
Parks	Kelso Beach Baseball Diamond Decomission	2029	$ 10,000	Kelso Beach At Nawash Park Master Plan (2023)
Parks	Skate Park Surface renewal and concrete features	2029	$ 750,000	This Will Close The Skate Park Permanently
Parks	14th St E /14th Ave E Park Development	2029	$ 10,000	Informal Master Planning Exercise
Parks	J Irvine Brown Park Playground	2029	$ 1,000,000	Internal Condition Assessment
Parks	Kiwanis Soccer Complex - Bleachers	2029	$ 10,000	Informal Master Planning Exercise
Parks	Kiwanis Soccer Complex Park and Wayfinding Signage	2029	$ 60,000	Informal Master Planning Exercise
Parks	St. Georges Bleacher Replacement	2029	$ 20,000	Internal Condition Assessment
Parks	Kinsmen Park Bleachers	2029	$ 20,000	Internal Condition Assessment
Parks	St. Julien Bleachers	2029	$ 40,000	Internal Condition Assessment
Parks	St. Georges Ball Diamond Dugouts	2029-2030	$ 60,000	Internal Condition Assessment
Parks	Waterfront Trail West - Pave FHT to Boat Launch	2029	$ 100,000	Informal Master Planning Exercise
Parks	Timber McArthur Trail Establishment	2029	$ 250,000	Informal Master Planning Exercise
Parks	Kelso Beach Trail Lighting - Pedestrian Bridge to Marina	2029	$ 300,000	Kelso Beach At Nawash Park Master Plan (2023)
Parks	Ash Tree Replacement Planting	2029-2030	$ 180,000	Informal Master Planning Exercise
Parks	Victoria Park Annual Inspection and Bi-annual Maintenance of Track	2025+2027	$ 20,000	Internal Condition Assessment
Parks	Kiwanis Soccer Complex Irrigation Line Upgrades and Water Efficiency Initiatives	2025-2028	$ 40,000	Internal Condition Assessment
Parks	Ash Tree Removal (high/medium risk)	2026-2030	$ 2,000,000	Informal Master Planning Exercise
Parks	Duncan McLellan Field Fencing / Backstop Replacement	2026-2028	$ 300,000	Internal Condition Assessment
Parks	Harrison Park Channel Wall and Riverbank Remediation	2026-2029	$ 200,000	Internal Condition Assessment
Police	Exit Lighting LED Conversion	2025	$ 30,000	Facility Mechanical/Electrical Audit
Police	IT Wiring Replacement	2025	$ 60,000	Facility Mechanical/Electrical Audit

2026-2030 Summary of Unfunded Capital Projects

Dept.	Project Name	Year	Budget	Project Source/Context
Police	UPS Replacement	2025	$ 150,000	Facility Mechanical/Electrical Audit
Police	Washroom Upgrades	2025	$ 25,000	Facility Lifecycle Needs Analysis
Police	Flooring Replacement	2025-2027	$ 100,000	Facility Lifecycle Needs Analysis
Police	BAS Replacement	2026	$ 100,000	Facility Mechanical/Electrical Audit
Public Works	Salt and Sand Storage Containment	2026	$ 750,000	Lifecycle Needs Analysis
Parks	Harrison Park Community Centre Floor Replacement	2030	$ 85,300	Building Condition Assessment
Parks	Harrison Park Inn Floor Replacement	2030	$ 10,000	Building Condition Assessment
Parks	Kelso Beach Electrical Upgrades	2029-2030	$ 610,000	Internal Condition Assessment
Parks	Kelso Beach Sportsfield Slot Drainage	2030	$ 45,000	Internal Condition Assessment
Parks	City Entrance Flower Bed Upgrades	2030	$ 50,000	Internal Condition Assessment
Parks	Duncan McLellan Scoreboard Replacement	2029-2030	$ 220,000	Internal Condition Assessment
Parks	Waterfront Trail - Harbour to Health Unit	2030	$ 250,000	Informal Master Planning Exercise
Parks	Tree Inventory Renewal	2026-2028	$ 150,000	Informal Master Planning Exercise
Parks	Commemorative Forest Central Monument	2029-2030	$ 100,000	Informal Master Planning Exercise

Appendix C - 2026-2030 Capital Plan

Project Detail Sheets

Community Hall Parking

24D.5

Priority Score: 37.10

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	25	**Staff Contact:**	Manager of Parks and Open

Cash Flow Projection:

	2024	2025	2026
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 35,000		$ 20,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 35,000	$ 0	$ 20,000

Costs Incurred to 2021 Year End $ 0

Impact on Operating Budget	$ 0	$ 0

Total Project Budget: $ 55,000

Schedule:

Construction Start Date: 04/03/2024

Substantial Completion or purchase date: 05/31/2024

Funding Sources:

Tax Levy	$ 35,000
Please Select	$ 0
Please Select	$ 0
Please Select	$ 0
Please Select	$ 0
Capital Reserve	$ 0

Description and Rationale:

In 2021 the Harrison Park Hall received an interior renovation focused on accessibility improvements. This capital would be used to improve the parking lot and access junction for the building by repairing failed asphalt at the parking area entrance and adding paved accessible parking spaces proximate to the facility.



Community Hall Parking

24D.5

Priority Score: 37.10

Justification for Matrix Values

		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	2,500 to 4,999
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result
Legislation	Is the project required for legislative/regulatory compliance?	3	Project will move organization closer to meeting legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	moderate probability of failure; low consequence
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	May be eligible for rebate
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Maintains an existing public space
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Duncan McLellan - Facility Design & Construction 25D.51

Priority Score: 36.40

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 25

Priority Level: Moderate
Department: Community Services
Staff Contact: Eckhard Pastrik

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering	$ 50,000	$ 170,000	$ 520,000
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 50,000	$ 170,000	$ 520,000

Costs Incurred to 2024 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 740,000

Schedule:

Construction Start Date: 02/03/2025

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

Tax Levy	$ 570,000
Reserves	$ 170,000
Please Select	
Please Select	
Please Select	

Description and Rationale:

Duncan McLellan Park is the City's marquee ball park with 3 class A diamonds (Major, North and South Diamond). The existing ball diamonds were constructed over 30 years ago on a known landfill site. Over time, the field grade has settled differentially resulting in undulations in the outfield. In addition, site conditions have made it difficult to maintain turf-grass on portions of the outfield, created inconsistent playing conditions and safety concerns.

The north and south diamonds are lit and using 60+ 1000W incandescent bulb which are inefficient and have high utility costs (Major Diamond lights have been converted to LED).

The infield material used for the diamonds is a silt based pond sand mix which presents many operational challenges: 1. becomes saturated when wet and slow to dry out; 2. becomes powdery when dry generating a lot of dust that migrates to adjacent residential neighbourhood. Attempts have been made to improve the infield mix with sand with limited effect.

The 2025 capital funding will be utilized to assess the existing field conditions and diamond assets in order to define an exact scope of work to be undertaken at all three Duncan McLellan diamonds (Major, North and South diamond). Design services will be procured to define the scope of work for all three diamonds and a cost estimate will be established for the proposed scope of work to support the preparation of tender packages. This will include engagement with user groups. A detailed project scope would be brought forward to CSC Committee. The construction of the three diamonds will be phased over three years between 2026 and 2028 (1 diamond per year) to minimize the impact of the construction on the user groups that rely on the diamonds.

The 2026 through 2028 capital funding supports the construction of the three diamonds at Duncan McLellan and will be phased over the three years (1 diamond per year) to minimize the impact of the construction on the user groups that rely on these diamonds. Phasing of the diamond construction will be established during the design stage of the project (completed within 2025 capital window). The expected scope of work may include the following:
- Re-grade the outfield to a level playing surface.
- Repair/replace sections of outfield fence as required when grading is complete.
- Import topsoil to create improved soil conditions for turf grass establishment
- Replace the infield material with appropriate granite based sand material and regrade.
- Replace existing incandescent light fixtures with LED on existing concrete poles.
- Replace dugouts as required.

The upgrade of the Duncan McLellan Diamonds is supported by Section 6 of the Recreation, Parks and Facilities Master Plan.

Attach Images: Duncan McLellan Diamonds.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Duncan McLellan - Facility Design & Construction 25D.51 Priority Score: 36.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	It is estimated approximately 6,000 users enjoy the north Diamond at Duncan McLellan Park annually
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Multiple Injuries May result
Legislation	Is the project required for legislative/regulatory compliance?	1	no known legislative requirement
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Parks Assets are not captured by the City's Asset Management Plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Improved infield and outfield conditions will result in lower maintenance costs and reduce overtime.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No known opportunity for partnership or grant
Environment	Does the project address needs impacted by climate change?	1	Little or no environmental impact
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Maintains an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The improved playing field will improve the aesthetic value of the space
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A
Public Input	Has the project been identified through public engagement?	2	Has been mentioned informally through public engagements.

Year: 2026

River District Revitalization Plan

26C.2

Priority Score: 67.60

Rationale	Committee / Council Request	**Priority Level:**	High - Score 49-69
Strategic Plan Alignment	Prosperous City	**Department:**	Community Services
Estimated Useful Life (years):	10 years	**Staff Contact:**	Viveca Gravel
Future Replacement Cost:	$150,000.00	**Location/Coordinates:**	

Description:

To prepare a comprehensive plan for upgrading streetscape features and at grade infrastructure in the River District. This work will build upon the 2000 Downtown and Harbourfront Master Plan and the more recent Downtown River Precinct planning initiatives. This Plan will build on the asset inventory and condition assessments that have been completed and will recommend actions and create estimates and tenders for the work. The City has applied for a grant for 50% of the project funding and will fund the City's share from unallocated downtown and capital reserve funds.

Cash Flow Projection:	**2026**		
Consulting including Design & Studies	$100,000.00		
In House Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment Purchases			
Contingency			
Total	$100,000.00	$0.00	$0.00

Costs Incurred to 2025 Year End	**$0.00**
Impact on Operating Budget:	**$0.00**
Total Project Budget:	**$100,000.00**

Schedule:

Construction Start Date:	01/05/2026
Substantial Completion or Purchase Date:	12/31/2026

Funding Sources:

Grant	$50,000.00
Reserves	$50,000.00
Total	$100,000.00

Year:	2026

River District Revitalization Plan	26C.2	Priority Score:	67.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Annually, more than 10,000 people visit the River District
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	This project will identify actions to improve achieving minimum maintenance standards in the right of way (not achieving creates a liability for the city)
Legislation Score	Is the project required for legislative/regulatory compliance?	3	The integrated accessibility standards as well as minimum maintenance standards, will be improved
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	4	High probability of failure and moderate consequences
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	This plan will identify actions which will result in modifications which are anticipated to improve snow clearing more efficiently
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	4	50% grant funding from rural development program grant
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	2	This plan will identify actions to moderately improve by addressing where conditions where trees are planted and growing
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	4	The project is free to access for everyone
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	5	Improvements in the River District will greatly affect the aesthetic of the streetscape
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	4	By fostering economic growth, cultural activity, and tourism within the River District and coordinating revitalization efforts, enhancing public spaces, and improving infrastructure and amenities, the City is strengthening the district's role as a vibrant hub for business, community, and visitor activity
Public Input Score	Has the project been identified through public engagement?	4	Through the report a concern tool, staff have received a number of requests related to the River District, and through the facilitated community stakeholder discussion to foster a vibrant River District, the session brought together approximately 100 participants, including residents, businesses, social service agencies, elected officials, and staff.

Year: 2026

Lacrosse Turf at the Harry Lumley Bayshore Community Centre

26H.4

Priority Score: 44.60

Rationale	Committee / Council Request	**Priority Level:**	Moderate - Score 21-48
Strategic Plan Alignment	City Building	**Department:**	Community Services
Estimated Useful Life (years):	25	**Staff Contact:**	Pam Coulter
Future Replacement Cost:	$250,000.00	**Location/Coordinates:**	

Description:

Through a 50/50 partnership with Owen Sound Lacrosse, installation of a state-of-the-art, used artificial turf system within the Harry Lumley Bayshore Community Centre. The turf measures the same length and width as the Bayshore floor and is said to come with no defects, minimal wear and tear and is a blank canvas meaning there are no current sponsorship logos.

An agreement is required to outline a 50/50 initial partnership with the city of Owen Sound, and then a donation of the turf to the City after 1 year, with the consideration that the turf is placed in the Bayshore for the life expectancy of the turf. The City's share will be funded from unallocated reserve funds.

Cash Flow Projection:	**2026**		
Consulting including Design & Studies			
In House Engineering			
Communication / Signage			
Construction / Contractor			
Materials	$50,000.00		
Equipment Purchases			
Contingency			
Total	$50,000.00	$0.00	$0.00
Costs Incurred to 2025 Year End			
Impact on Operating Budget:			

Total Project Budget: $50,000.00

Schedule:

Construction Start Date:	01/06/2026
Substantial Completion or Purchase Date:	12/31/2026

Funding Sources:

Donations	$25,000.00
Reserves	$25,000.00
Total	$50,000.00

Year: 2026

Lacrosse Turf at the Harry Lumley Bayshore Community Centre

26H.4

Priority Score: 44.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	Minor lacrosse has over 350 participants every year and plays host to tournaments every year, while the Junior B and Senior A and B teams account for over 75 users who would benefit from this project. There is also the potential to host national events, with a turf floor being a requirement to host. This would impact several thousand people with economic benefits as well.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Injuries have occurred from player using the current surface. The concrete is much harder to keep clean and avoid potential slips. the turf will create a much more stable surface for play.
Legislation Score	Is the project required for legislative/regulatory compliance?	1	there is no know legislative compliance required at this time.
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	0	This is a new asset and is not included in an asset management plan.
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved as a result of this project. Currently staff spend person hours and material costs to repaint the lacrosse lines every spring in preparation for the season. Staff also spend 5-8 hours weekly maintain the concrete floor to ensure a safe playing surface for lacrosse. there will be time spent installing and uninstalling the floor however it will be much less than the savings.
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	4	The project has confirmed partnership with minor lacrosse for 50% coverage of the floor. There is also a potential for the municipal accommodation tax to offset more, if their bid is successful for that funding.
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	1	There will be little to no impact to the environment as a result of this project. The floor itself can be recycled at the end of its useful life.
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	2	This project maintains an existing public space.
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	3	This project will enhance the aesthetic value where this is currently not deemed a failure.
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	1	This project will support core service delivery.
Public Input Score	Has the project been identified through public engagement?	1	This project has been mentioned in the past through unsolicited feedback.

Harrison Park Camp Laundry Ceiling Repairs 27D.11

Priority Score: 24.50

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 20 years

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Bradey Carbert

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 10,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 10,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 10,000

Schedule:

Construction Start Date: 04/01/2027

Substantial Completion or purchase date: 04/30/2027

Funding Sources:

Tax Levy	$ 10,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

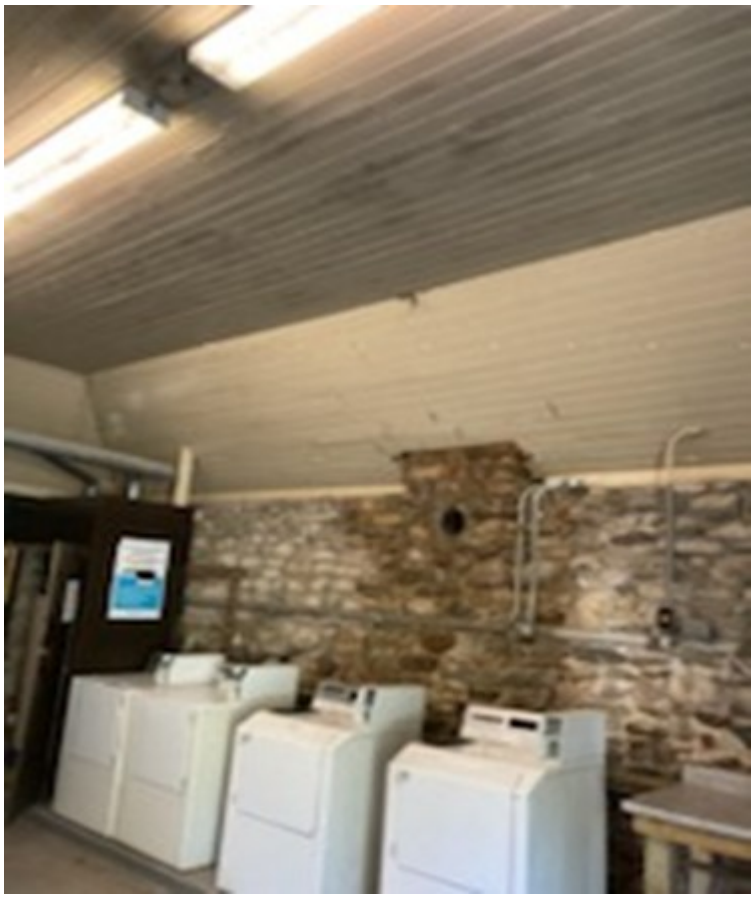
Description and Rationale:

The campground laundry facility is a heavily used building during the busy camping season. The coin-operated machines generate revenue. The facility also doubles as a safe space for camping patrons in the event of a significant storm event. Structural timbers are beginning to rot and need replacement. The interior also requires painting. A heritage permit will be required.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Images



Harrison Park Camp Laundry Ceiling Repairs 27D.11 Priority Score: 24.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	>1000
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Structural integrity is key to providing a safe facility.
Legislation	Is the project required for legislative/regulatory compliance?	0	No
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Not currently part of asset management
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Staff efficiency in cleaning and maintenance will be a key result.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded from reserves
Environment	Does the project address needs impacted by climate change?	1	Low impact
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	Low degree
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	Will improve the overall look and cleanliness of the buildings interior.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Support service delivery
Public Input	Has the project been identified through public engagement?	0	None

Harrison Park Laundry Facility Window and Door Replacement 27D.12

Priority Score: 21.90

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 25

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Bradey Carbert

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 15,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 15,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 15,000

Schedule:

Construction Start Date: 04/01/2027

Substantial Completion or purchase date: 04/30/2027

Funding Sources:

Tax Levy	$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Harrison Park Laundry Facility is constructed with a field stone veneer and wooden doors/window frames. In an effort to maintain the exterior building envelope staff are proposing to replace the existing doors and windows. Staff will consult with the Planning & Heritage Division as Harrison Park facilities are designated under the City's Heritage By-law.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Harrison Park Laundry Facility Window and Door Replacement	27D.12	Priority Score:	21.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The average annual vistors to the facility is less than 1,000.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Deterioration of the doors and windows can lead to unsecured buildings.
Legislation	Is the project required for legislative/regulatory compliance?	1	N/A
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	The intention is to replace the existing doors and windows before it deteriorates to an unsafe condition.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	The rehabilitation work will have minimal impact on operations if the exterior continues to remain sealed.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	N/A
Environment	Does the project address needs impacted by climate change?	1	Little to no impact.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	N/A
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The rehabilitation of the existing exterior will maintain its aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A
Public Input	Has the project been identified through public engagement?	0	N/A

Harrison Park Storage Bay Roof & Siding Replacement

26D.4

Priority Score: 24.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$41,900	**Location/Coordinates:**	75 2nd Ave. E.

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 40,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 40,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 40,000

Schedule:

Construction Start Date:	09/01/2026
Substantial Completion or purchase date:	10/31/2026

Funding Sources:

Tax Levy	$ 40,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Harrison Park Work Area Storage Bay siding is constructed of wood and is beginning to fail. The deterioration is allowing for moisture to infiltrate into the structure of the building and will lead to significant structural damage.

The existing roof is steel and appears original to the building. Staff do not believe the existing surface can be repainted in its current state.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Harrison Park Storage Bay Roof & Siding Replacement **26D.4** **Priority Score:** **24.00**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The direct impact on the number of users is minimal
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	There is no impact on health and safety at this time, however, this may change if structural deterioration occurs.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirements for this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is moderate probability of failure of the existing unit, which carries a low consequence in the immediate term.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no grant / third party funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have minimal impact on users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of key services by ensuring proper storage for City equipment.
Public Input	Has the project been identified through public engagement?	0	Public input has not been received for this project.

Kelso Beach at Nawash Park Playground Replacement

26D.6

Priority Score: 74.70

Project Type:	Replacement	**Priority Level:**	Very High
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	20	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD/2044	**Location/Coordinates:**	Kelso Beach at Nawash Park

Cash Flow Projection:

	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 57,500	$ 450,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 57,500	$ 450,000	$ 0

Costs Incurred to 2024 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 507,500

Schedule:

Construction Start Date: 02/02/2026

Substantial Completion or purchase date: 05/22/2026

Funding Sources:

Tax Levy	$ 200,000
Reserves	$ 57,500
Donations	$ 250,000
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Life-cycle Replacement of the Playground Structure at Kelso Beach at Nawash Park Park is required. The aging play structure is deteriorating and has surpassed its life-cycle. New equipment will refresh the park and create a play space that meets current CSA play structure code requirements including accessible elements.

The replacement of this structure is supported by the Parks Recreation and Facilities master plan objective to provide a play structure within 500m of every residence. Recommendation 5.2.2 from the Kelso Beach at Nawash Park Master Plan recommends the replacement of this asset.

Location, style, amenities and features for playground design at the park will be brought forward to the Community Services Committee and Accessibility Advisory Committee prior to tender and awarding a contract for removal and replacement.

Attach Images: Kelso Playground.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Kelso Beach at Nawash Park Playground Replacement	26D.6	Priority Score:	74.70

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	>10,000
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Multiple injuries may result
Legislation	Is the project required for legislative/regulatory compliance?	5	CSA Z614-20 Standard for Children's Playground equipment and surfacing
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and a low consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both staff time and cost savings will be achieved by this project through reduced repairs and cost of purchasing replacement parts
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	The City has a committment from the Scenic City Order of Good Cheer to fund $250,000 towards this project.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on the natural environment as result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Maintains an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	Project improves aesthetic value where there is not a deemed failure
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	2	Project is identified as a strategic priority outside of the Strategic Plan
Public Input	Has the project been identified through public engagement?	4	Has received several formal requests through public engagement

Harrison Park Workshop Staff Area Rehabilitation 26D.7

Priority Score: 20.80

Project Type:	Rehabilitation	**Priority Level:**	Low
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	20	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$48,200	**Location/Coordinates:**	Harrison Park Workshop

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 25,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 25,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 25,000

Schedule:

Construction Start Date: 03/01/2026

Substantial Completion or purchase date: 03/31/2026

Funding Sources:

Tax Levy	$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This area is where staff convene in the morning, lunch hour, and at the end of the day and is well utilized. The space is in need of rehabilitation including the replacement of the existing cabinets and appliances, painting, and replacement of tables and chairs.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Harrison Park Workshop Staff Area Rehabilitation 26D.7

Priority Score: 20.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The space is restricted to staff only.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequence of failure associated with the deteriorating assets.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project as a result of improved staff morale.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users as this space is restricted to staff only.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure. The rehabilitation of this space is anticipated to improve staff morale by providing a space with new furniture rather than the deteriorated furniture and cabinets that currently exis
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by providing the necessary support space for public works operations.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

St. George's Accessibility Upgrades 26D.8

Priority Score: 42.00

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	NA	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	NA	**Location/Coordinates:**	1400 8th Ave. E.

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor		$ 35,000	
Materials		$ 20,000	
Equipment/Misc			
Contingency			
Total	$ 0	$ 55,000	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 55,000

Schedule:

Construction Start Date: 04/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Tax Levy	$ 55,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

St. George's Baseball Diamond is an aging facility that includes a washroom that is well beyond its useful life. The existing washroom is no longer usable. A standard portable washroom will be used to support the provision of a washroom to support programmed use of the field. The portable washroom will be appropriately secured and situated in an accessible location. In addition, other critical capital upgrades that will be undertaken include:

1. installing an accessible route to the playing field and seating area
2. demolition of the existing buildings (past useful life)
3. stabilize slopes and retained areas

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

St. George's Accessibility Upgrades 26D.8

Priority Score: 42.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	2,500 to 4,999 diamond rental users will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	4	Ontario Building Code, Occupiers Liability Act.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	moderate probability of failure and low consequence - existing washroom is no longer in service or accessible.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Playground Replacement - Parkview Park 26D.9

Priority Score: 47.90

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	20	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD/2050	**Location/Coordinates:**	Parkview Park

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 180,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 180,000	$ 0	$ 0

Costs Incurred to 2029 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 180,000

Schedule:

Construction Start Date: 02/09/2030

Substantial Completion or purchase date: 12/29/2030

Funding Sources:

Tax Levy	$ 180,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Life-cycle Replacement of the Playground Structure at Parkview Park is required. The aging play structure is deteriorating and has surpassed its life-cycle. New equipment will refresh the park and create a play space that meets current CSA play structure code requirements including accessible elements. The replacement of this structure is supported by the Parks Recreation and Facilities Master Plan objective to provide a play structure within 500m of every residence.

Style, amenities and features for playground design at the park will be brought forward to the Community Services Committee and Accessibility Advisory Committee prior to awarding a contract for replacement of the existing equipment.

Attach Images: Parkview Playground.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Playground Replacement - Parkview Park 26D.9

Priority Score: 47.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	<1,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	5	Completion of the project will gain full legislative/regulatory compliance.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure and high consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Both staff time and cost savings will be achieved as result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for rebate.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	The project will be free to access for all users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public. The playground project layout will be brought forward to the Grey County Accessibility Advisory Committee for their input.

Harrison Park Water Fowl Area Naturalization 27D.9

Priority Score: 49.20

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	NA	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD	**Location/Coordinates:**	City Parks

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering	$ 7,000		
Communication / Signage			
Construction / Contractor	$ 30,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 37,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 37,000

Schedule:

Construction Start Date:	02/02/2027
Substantial Completion or purchase date:	12/31/2027

Funding Sources:

Tax Levy	$ 30,000
Donations	$ 7,000
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The 2024 Harrison Park Master Plan includes a number of recommendations that focus on the naturalization of a portion of the former bird area not required to support an appropriate swan population (based on habitat needs of swan). The naturalization effort will focus on the use of native plant species that will thrive in the river floodplain that attracts pollinators, native birds and other wildlife species. A donation has been received that will be utilized to undertake the development of a restoration plan.

This capital project will focus on the development of a restoration plan and the implementation of the plan. A portion of the bird enclosure area will be transitioned to a natural state that will support a diverse native bird and wildlife population.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Harrison Park Water Fowl Area Naturalization 27D.9

Priority Score: 49.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Both staff time and cost savings will be achieved with naturalization of former waterfowl area.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	Donation received to support project design.
Environment	Does the project address needs impacted by climate change?	4	Focus on naturalization of a former enclosed waterfowl area and creation of habitat for native and wild bird population.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The project will have a significant aesthetic impact to the natural environment of Harrion Park and the floodplain along the Sydenham River.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	The project aligns with the 2024 Harrison Park Master Plan related to a number of objectives to objective.
Public Input	Has the project been identified through public engagement?	4	The Harrison Park Master Plan was informed through feedback obtained at a number of public consultation events.

Kiwanis Soccer Complex - Entrance Gate 26D.16

Priority Score: 42.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	30	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD/2054	**Location/Coordinates:**	Kiwanis Soccer Complex

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering	$ 5,000		
Communication / Signage			
Construction / Contractor			
Materials		$ 25,000	
Equipment/Misc			
Contingency			
Total	$ 5,000	$ 25,000	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 30,000

Schedule:

Construction Start Date:	04/05/2026
Substantial Completion or purchase date:	05/03/2027

Funding Sources:

Tax Levy	$ 15,000
Donations	$ 15,000
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The access gate at the entrance of Kiwanis Soccer Complex has reached the end of its life. This gate is used by both the Owen Sound Minor Soccer Association (OSMSA) and the City of Owen Sound (City) staff to restrict access to the soccer complex.

This capital project will be used to design and construct a new entrance gate and additional barriers to restrict unauthorized access to the soccer complex. The City and OSMSA have a long standing agreement that defines that all capital projects at this facility are shared equally at 50% each.

Total cost of the capital project is estimated at $30,000 split equally with the OSMSA and City. The OSMSA and City will each contribute $2,500 in 2026 and $12,500 in 2027.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Kiwanis Soccer Complex - Entrance Gate 26D.16

Priority Score: 42.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Support of Tree City of the World designation in 2024
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	4	Total cost of the capital project is estimated at $30,000 split equally with the OSMSA and City.
Environment	Does the project address needs impacted by climate change?	4	The project has a demonstrated impact on mitigating climate change.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	2	The project is identified as a Strategic Priority outside of the Strategic Plan.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

Pedestrian Bridge Upgrade - HP Rainbow Bridge (OSIM Structure #21)

26D.17

Priority Score: 40.50

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	NA	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD	**Location/Coordinates:**	Harrison Park

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering	$ 10,000		
Communication / Signage			
Construction / Contractor	$ 70,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 80,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 80,000

Schedule:

Construction Start Date:	02/02/2026
Substantial Completion or purchase date:	12/31/2028

Funding Sources:

Tax Levy	$ 80,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City of Owen Sound is required to conduct Ontario Structure Inspection Manual (OSIM) inspections of bridges/culverts with a span greater than 3 metres on a biannual basis to estimate rehabilitation needs and costs. Parks & Open Spaces has a number of pedestrian oriented bridges/culverts within its parks that meet the span threshold and are captured as part of the citywide bridge/culvert OSIM inspection program. An OSIM inspection was carried out in the summer of 2022 and identified repair/re habilitation work that needs to be undertaken at the Rainbow Pedestrian Bridge (Structure #21) in Harrison Park.

This capital project captures the engineering services required to define the recommended repair/rehabilitation work to be performed on the pedestrian bridge and outlines the time frame in which the work should be undertaken.

Urgent
1. replace missing barrier railing pickets

1-5 Years
1. Sandblast and repaint steel components:
   a. Abutment Bearings
   b. Beams (diaphrams, floor and stringers)
   c. Bottom Chord Trusses/Arches

In the past, the City has enaged Grey County staff to undertake bridge work and this will be explored as part of this project.

Attach Images: HP Ped Bridge #21.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Pedestrian Bridge Upgrade - HP Rainbow Bridge (OSIM Structure #21) **26D.17** **Priority Score:** **40.50**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	4	The project is required to continue to be compliant.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Pedestrian Bridge Upgrade - HP Pedestrian Bridge (OSIM Structure #22)

26D.18

Priority Score: 40.50

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	NA	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD	**Location/Coordinates:**	Harrison Park

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering	$ 5,000		
Communication / Signage			
Construction / Contractor	$ 15,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 20,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 20,000

Schedule:

Construction Start Date: 02/02/2026

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

Tax Levy	$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City of Owen Sound is required to conduct Ontario Structure Inspection Manual (OSIM) inspections of bridges/culverts with a span greater than 3 metres on a biannual basis to estimate rehabilitation needs and costs. Parks & Open Spaces has a number of pedestrian oriented bridges/culverts within its parks that meet the span threshold and are captured as part of the citywide bridge/culvert OSIM inspection program. An OSIM inspection was carried out in the summer of 2022 and identified repair/rehabilitation work that needs to be undertaken at the Weathered Steel Pedestrian Bridge (Structure #22) in Harrison Park at the northern end of the channel.

This capital project captures the engineering services required to define the recommended repair/rehabilitation work to be performed on the pedestrian bridge and outlines the time frame in which the work should be undertaken.

Urgent
1. Remove debris built up around the bearings.

Less than 1 Year
1. Replace missing bolts.

1-5 Years
1. Repair deteriorated mortar.
2. Repair stone abutment and bearing for girders.

In the past, the City has enaged Grey County staff to undertake bridge work and this will be explored as part of this project.

Attach Images: HP Ped Bridge #22.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Pedestrian Bridge Upgrade - HP Pedestrian Bridge (OSIM Structure #22) **26D.18** **Priority Score: 40.50**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	4	The project is required to continue to be compliant.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Tom Williams Washroom Building Renovation 26D.20

Priority Score: 46.90

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	10	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:		**Location/Coordinates:**	Tom Williams Park

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering	$ 60,000		
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 60,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 60,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Tax Levy	$ 40,000
Donations	$ 20,000
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Tom Williams Park has one of the premier hardball diamonds in Grey and Bruce Counties. It plays host to hundreds of games annually and tournaments.

The washroom and storage facility was built in 1950 and is past its useful life. The existing facility is showing cracks in the brick and foundation, and is not accessible.

The project will include the renovation of the existing building in order to extend its useful life by another 10 years. Door replacements and Washroom improvements will be the main goal of the project and staff will work with the user groups towards smaller storage repairs.

$20,000 towards the project cost will be received through a donation from the Tom Williams fund.

Attach Images: 25D.8.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Tom Williams Washroom Building Renovation 26D.20

Priority Score: 46.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	1,000 to 2,499.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result.
Legislation	Is the project required for legislative/regulatory compliance?	3	Project will move organization closer to meeting legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	High probability of failure; moderate consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	Confirmed partnership or grant funding will be determine upon final design.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Maintains an existing public space and free to access to all users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	Project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	1	Has been mentioned in unsolicited feedback.

Floor Scrubber Replacement

26H.1

Priority Score: 29.40

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	10 Years	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:	26,000 (2036)	**Location/Coordinates:**	Bayshore Community Centre

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 20,000		
Contingency			
Total	$ 20,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 20,000

Schedule:

Construction Start Date:	02/01/2026
Substantial Completion or purchase date:	03/01/2026

Funding Sources:

Tax Levy	$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project would see the replacement of the Advanced Floor Scrubber purchased in 2011 at the Bayshore Community Centre, and become the lead scrubber for the facility. These floor scrubbers are used daily to scrub the tile floor, skate tile and during the summer months the arena concrete slab floor for lacrosse.

- The lead scrubber purchased in 2017 would move into service for the upper arena bowl concourse, with the 2011 floor scrubber being taken out of service.
- These scrubber have a useful life of 10 years.
- Replacements of this equipment ensures a clean and safe facility for users, and continued positive service delivery.

Attach Images: Scrubber.jpeg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Floor Scrubber Replacement 26H.1 Priority Score: 29.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	This project could have an impact on 1000-2500 people per day.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Slip and fall injuries could occur as this equipment is used to clean up spills and soiled floors.
Legislation	Is the project required for legislative/regulatory compliance?	0	There is no legislation mandating this equipment replacement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	As the equipment ages it has a high probability of failure with a moderate to low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	This project would have a slight impact on operational efficiency. Newer equipment will clean more efficiently than older equipment and potentially save time.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There are no partnership or grant opportunities available for this project.
Environment	Does the project address needs impacted by climate change?	0	This project will have no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project helps maintain an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	This equipment is used to improve the aesthetic value where there is not deemed a failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project helps support core service delivery.
Public Input	Has the project been identified through public engagement?	0	There is no public input identified for this project.

Unit Heaters 2 & 6 Replacement 26H.3

Priority Score: 23.10

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	25 years	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:	$8750 (2051)	**Location/Coordinates:**	Bayshore Community Centre

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 10,000		
Contingency			
Total	$ 10,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 10,000

Schedule:

Construction Start Date: 05/01/2026

Substantial Completion or purchase date: 06/01/2026

Funding Sources:

Tax Levy	$ 10,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project would see the replacement of the unit heaters that currently services the east garage and the ice resurfacer rooms at the Bayshore Community Centre. The units are nearing the end of their useful life and in need of replacement to ensure failure does not occur.

Attach Images: Unit Heater.jpeg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Unit Heaters 2 & 6 Replacement 26H.3

Priority Score: 23.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	This unit heater is in a staff storage area and not used by the public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	There could be a minor impact on health and safety if equipment fails and is not replaced.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislation at this time mandating this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This equipment if not replaced over time will have a high probability of failure with moderate impact.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This project will have little to no impact on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	This project may be eligible for a rebate at the time of replacement.
Environment	Does the project address needs impacted by climate change?	1	This project may have some impact on the environment as a 20 year newer piece of equipment should be more efficient.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	This project would have no direct impact on the public.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project will have no impact on aesthetic value of the asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	This project is not directly aligned with the strategic plan.
Public Input	Has the project been identified through public engagement?	0	Theres be no public input identified for this project.

Christie Hare Room Floor Replacement 26H.9

Priority Score: 31.80

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 25

Priority Level: Moderate
Department: Community Services
Staff Contact: Ryan Gowan

Cash Flow Projection:	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 40,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 40,000	$ 0	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 40,000

Schedule:

Construction Start Date: 03/31/2030

Substantial Completion or purchase date: 08/01/2030

Funding Sources:

Tax Levy	$ 40,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project would see the current carpet flooring in the Christie Hare room at the Bayshore replaced The room is rented to several groups throughout the year and the flooring is approaching the end of its useful life. This project will make the space more attractive to potential renters as it would update the current space and improve the overall look of the room.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Christie Hare Room Floor Replacement 26H.9 Priority Score: 31.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Thousands of people use this space yearly.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no risk to health and safety if this project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no legislation at this time required for compliance.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This would be an enhancement to an existing asset.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Reduced staff time will be achieved, from having to repair wallpaper with minimal effect.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for grant funding or partnership at this time.
Environment	Does the project address needs impacted by climate change?	1	There will be no environmental impact by completing this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	This project will improve the look of the area.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project will support core service delivery.
Public Input	Has the project been identified through public engagement?	1	This has been mentioned by public and staff.

West Side Shop Roof Replacement 27D.4

Priority Score: 19.80

Project Type:	Replacement	**Priority Level:**	Low
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	40	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$22,850	**Location/Coordinates:**	1455 1st Ave. W.

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 7,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 7,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 7,000

Schedule:

Construction Start Date:	04/01/2027
Substantial Completion or purchase date:	04/30/2027

Funding Sources:

Tax Levy	$ 7,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The West Side Shop is utilized by the Parks and Open Spaces Division to support operations along the waterfront. The shop stores equipment and materials. The roof is in need of replacement and will be upgraded to a steel roof to extend the lifespan and to better survive its current environment.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

West Side Shop Roof Replacement 27D.4

Priority Score: 19.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	The project supports internal operations but is in an area that is widely used by the public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance associated with this project other than compliance with the City's property standards bylaw.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequence of failure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

West Side Boat Launch Roof Replacement 27D.5

Priority Score: 19.80

Project Type:	Replacement	**Priority Level:**	Low
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	40	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$32,650	**Location/Coordinates:**	1455 1st Ave. W.

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 10,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 10,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 10,000

Schedule:

Construction Start Date:	04/01/2027
Substantial Completion or purchase date:	04/30/2027

Funding Sources:

Tax Levy	$ 10,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The West Side Boat Launch is home to the washrooms and a small canteen to support the City's boat launch services. The roof is in need of replacement and will be upgraded to a steel roof to extend the lifespan and to better survive its current environment.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

West Side Boat Launch Roof Replacement 27D.5

Priority Score: 19.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	The project supports operations but is in an area that is widely used by the public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance associated with this project other than compliance with the City's property standards bylaw.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequence of failure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Kiwanis Soccer Complex - Players Benches 27D.6

Priority Score: 27.50

Project Type:	New Asset	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	20	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD	**Location/Coordinates:**	Kiwanis Soccer Complex

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 60,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 60,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 60,000

Schedule:

Construction Start Date: 02/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Tax Levy	$ 30,000
Donations	$ 30,000
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City and Owen Sound Minor Soccer Operate the Kiwanis Soccer Complex via an operating agreement. The agreement provides for OSMSA and the City to share capital improvement cost 50/50 to an agreed upset project limit.

OSMSA is requesting that canopied players benches be installed at the Kiwanis Soccer Complex.

This capital represents a $30,000 contribution each by Owen Sound Minor Soccer and the City to improve player seating at the soccer complex.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Kiwanis Soccer Complex - Players Benches 27D.6

Priority Score: 27.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	1,000 to 2,499 people will be directly impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed due to heat stroke.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	The project is a new asset and is not included in an asset management plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	4	The project has confirmed partnership (or grant) funding >50%.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

Survey Underutilized Areas at Greenwood Cemetery 27D.8

Priority Score: 34.10

Project Type: Enhancement
Growth Related?: Yes
Estimated Useful Life (years): NA

Priority Level: Moderate
Department: Community Services
Staff Contact: Eckhard Pastrik

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 15,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 15,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 15,000

Schedule:

Construction Start Date: 02/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Reserves	$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Greenwood Cemetery Master Plan says:

4.2.4 Underutilized Space 4.2.4.1 Develop areas of the Cemetery currently laid out as roads between existing ranges to provide more options for new lot sales and extend the projected life of the Cemetery.

Staff have identified ranges interspersed throughout the grounds that are not incorporated into the Cemetery's existing layout. They are included in the Cemetery survey approved by the Bereavement Authority of Ontario. The rationale for excluding these residual ranges in the current numbering system is unknown. Many of the residual ranges are in very desirable and/or mature sections of Greenwood Cemetery. By developing these ranges into available lots the long term viability of the property increases. It is recommended that staff perform an analysis of how many previously unavailable lots may be developed in these ranges, including options for preferred in ground cremation lots and full size casket lots in proportions relative to the predicted selection for both types over the next 10-25 years. This information would be brought forward to Community Services Committee as a report and recommendations for development of the residual ranges.

Attach Images: GWC Range.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Survey Underutilized Areas at Greenwood Cemetery	27D.8	Priority Score:	34.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	>10,000
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact to health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislation/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Parks assets are not currently included in the City's Asset Management Plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	Increases service offering to a minority or aged population.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	2	Project is identified as a strategic priority outside of the strategic plan.
Public Input	Has the project been identified through public engagement?	4	Has received formal requests through public engagement.

St. Georges Utility Facility Upgrades 27D.10

Priority Score: 30.40

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$104,700	**Location/Coordinates:**	510 10th St. E.

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 50,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 50,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 50,000

Schedule:

Construction Start Date: 09/01/2027

Substantial Completion or purchase date: 09/30/2027

Funding Sources:

Tax Levy	$ 50,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

St. Georges Ball Diamond is a Class "B" ball diamond and is supported by a washroom and utility building. The utility building is in need of repair to the entire facility, including exterior and interior components. The project will involve the updating of electrical equipment to support the facility.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

St. Georges Utility Facility Upgrades 27D.10

Priority Score: 30.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	The ball diamond facility is utilized by approximately 1,000 to 2,500 users annually.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	The interior components of the building need to be updated in order to prevent the dangers of equipment failure.
Legislation	Is the project required for legislative/regulatory compliance?	2	The building does not meet current standards.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The deterioration of building components pose a moderate probability of failure, however the consequence is low as the City should be able to accommodate facility users on a temporary basis.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	The project will have little or minimal impact on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no third party funding available for this project.
Environment	Does the project address needs impacted by climate change?	1	There is little or no environmental impacts associated with this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The completion of this project will ensure the maintenance of the existing services delivered by this facility.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The exterior impacts of this project will improve the overall aesthetic.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports the delivery of core services through the delivery of ball diamonds.
Public Input	Has the project been identified through public engagement?	1	Informal feedback has been received on the condition of this facility.

Compressor 2 Replacement

27I.1

Priority Score: 27.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	25 years	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:	52,500 (2051)	**Location/Coordinates:**	Julie McArthur Recreation Centre

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 30,000		
Contingency			
Total	$ 30,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 30,000

Schedule:

Construction Start Date: 05/01/2027

Substantial Completion or purchase date: 07/31/2027

Funding Sources:

Tax Levy	$ 30,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project would see the replacement of compressor 2 in the refrigeration plant at the Julie McArthur Recreation Centre. The compressor is the heart of the refrigeration plant and without this integral equipment it would be difficult to maintain 2 ice sheets for an extended period of time.

- These compressors typically begin to fail at 35,000 run hours.
- This compressor is currently at 32,219 run hours and may experience failure if not replaced.
- Replacing this equipment before failure would ensure no interruption to service delivery.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Compressor 2 Replacement 27I.1 Priority Score: 27.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	While the Rec Centre sees thousands of users annually, anywhere from 2500-4999 could be impacted if this project does not move forward.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	If the compressor fails there would be little to no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is current no legislation mandating this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	If this project were to not move forward this compressor would have a high probability of failure and could have high consequences (loss of revenue)
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This project would have little or no effect on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is currently no opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	This project would have little or no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project would maintain a current public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This asset has no aesthetic value as its in a mechanical room and not visible to the public.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	There has been no public input in regards to this project.

Design for TTAG/Toursim / OSNGUPL Shared customer service area and entrance

27M.4

Priority Score: 31.40

Project Type:	Addition	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Art Gallery
Estimated Useful Life (years):	100	**Staff Contact:**	Aidan Ware
Future Replacement Cost:	TBD	**Location/Coordinates:**	840 1st Ave. W.

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering	$ 500,000		
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 500,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 500,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Tax Levy	$ 500,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

In 2022, City Council (AG-220225-002) approved a motion to move forward with an expansion feasibility study for the TTAG and a Facility Expansion Ad Hoc Committee was struck to support the project.

In 2023, Diamond Schmitt Architects was retained to undertake an Expansion Feasibility & Market Study for the Tom Thomson Art Gallery. The consultants report was presented to City Council in March of 2024 (AG-24-003) and Council directed that a Fundraising Feasibility Study be undertaken as a next step. The report identified opportunities for a shared entrance for the TTAG and the Owen Sound North Grey Union Public Library.

In 2024, implementing in part, the direction provided by Council through Service Review (Project 3a3), staff implemented a pilot project to re-locate Tourism, including summer Visitor Services at the Tom Thomson Art Gallery.

The first year of the pilot was evaluated and presented to the Service Review Implementation Ad Hoc Committee in October of 2024 (CS-24-083, SR. Project 3 a 3). Committee recommended the extension of the pilot through 2025.

As part of the 2023 Service Review, Council approved the following: “Develop a business case that analyzes the opportunity to reorganize the Library, Tourism and TTAG entrance to create a shared reception/customer service area.” This report is scheduled to be presented to the Service Review Committee in Q3/4 2025.

The Service Review project (3 a 3) (Develop a business case that analyzes the opportunity to reorganize the Library, Tourism and TTAG entrance to create a shared reception/customer service area) will also potentially inform initial work required to create the shared reception/entrance between the TOM and Library.

The funds allocated in 2027 will be utilized to commence the detailed design process and to finalize estimated construction costs once other reports are finalized.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Design for TTAG/Toursim / OSNGUPL Shared customer service area and entrance **27M.4** **Priority Score: 31.40**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Over 10,000 users visit the Art Gallery annually and over 150,000 for the Library. These users will be impacted by increased programming opportunities.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no direct impact on health and safety on the need for an expanded facility.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no legislative/regulatory requirement determining the need of an expanded facility.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a medium-to-high probability and consequence of failure when considering the current storage conditions of the existing building.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	0	The project may require additional operational resources or will result in a savings. This will be highlighted in the Service Review report.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	There are no confirmed third party funding sources for the project, however the feasibility study will provide further information on this.
Environment	Does the project address needs impacted by climate change?	1	Environmental impacts cannot be determined at this time.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	5	The addition of programmable space will allow for programming associated with diversity and inclusion to be further developed by Art Gallery staff.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	With the exception of the storage component of the facility, there are no failures of the building that must be addressed at this time.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services by ensuring that adequate facilities are provided for the services being delivered by the City.
Public Input	Has the project been identified through public engagement?	4	The concept of an expansion and a shared entrance has undergone significant public consultation in the past.

Harrison Park Seniors Centre Furnace Replacement 28D.1

Priority Score: 29.10

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	15	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$21,700	**Location/Coordinates:**	75 2nd Ave. E.

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 15,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 15,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 15,000

Schedule:

Construction Start Date:	09/01/2028
Substantial Completion or purchase date:	10/31/2028

Funding Sources:

Tax Levy	$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Harrison Park HVAC system consists of a forced air furnace to cover both levels of the building. The furnace located in the basement of the facility will be at the end of its useful life and will require replacement.

Staff will investigate alternate technologies and grant funding programs to determine the most cost effective solution for the facility.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Harrison Park Seniors Centre Furnace Replacement	28D.1	Priority Score:	29.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The HVAC system is primarily used to maintain an adequate climate for the facility. The direct impact on the number of users is minimal
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirements for this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is moderate probability of failure of the existing unit, which carries a low consequence of a replacement unit can be installed in a quick manner.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved with a newer unit that is more energy efficient.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for a rebate depending on consumption history and the type of unit being proposed for purchase.
Environment	Does the project address needs impacted by climate change?	2	The project will have a moderate impact on the environment through the reduction in energy consumption.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have minimal impact on users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project will have no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of key services by ensuring important HVAC equipment.
Public Input	Has the project been identified through public engagement?	0	Public input has not been received for this project.

Harrison Park Work Shop Furnace Replacement 28D.2

Priority Score: 29.10

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	20	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$45,150	**Location/Coordinates:**	75 2nd Ave. E.

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 25,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 25,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 25,000

Schedule:

Construction Start Date: 09/01/2028

Substantial Completion or purchase date: 10/31/2028

Funding Sources:

Tax Levy	$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Harrison Park Work Shop HVAC system consists of a forced air furance and two unit heaters to cover all areas of the building.

The 2 existing unit heaters were installed in 2010 and will be at the end of their useful lifespan. The unit heaters are in the areas of the building that store equipment required for winter snow removal and are important to the operation.

Staff will investigate alternate technologies and grant funding programs to determine the most cost effective solution for the facility.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Harrison Park Work Shop Furnace Replacement 28D.2

Priority Score: 29.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The HVAC system is primarily used to maintain an adequate climate for the facility. The direct impact on the number of users is minimal
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirements for this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is moderate probability of failure of the existing unit, which carries a low consequence of a replacement unit can be installed in a quick manner.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved with a newer unit that is more energy efficient.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for a rebate depending on consumption history and the type of unit being proposed for purchase.
Environment	Does the project address needs impacted by climate change?	2	The project will have a moderate impact on the environment through the reduction in energy consumption.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have minimal impact on users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project will have no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of key services by ensuring important HVAC equipment.
Public Input	Has the project been identified through public engagement?	0	Public input has not been received for this project.

Harrison Park Workshop Roof Replacement 28D.3

Priority Score: 22.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$41,875	**Location/Coordinates:**	75 2nd Ave. E.

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 20,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 20,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 20,000

Schedule:

Construction Start Date: 04/01/2028

Substantial Completion or purchase date: 06/30/2028

Funding Sources:

Tax Levy	$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Harrison Parks Workshop is hub of the City's parks and open spaces division. The workshop stores equipment. Roof replacement is required for the storage bay section of the building. Failure to maintain an adequate roof will result in deterioration of other building components and damage to materials and equipment stored within the facility.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Harrison Park Workshop Roof Replacement 28D.3

Priority Score: 22.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The facility is utilized by Parks and Open Spaces staff only.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	The deterioration of the roof may result in water infiltration and associated development of mould.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance concerns with the roof in its current state.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is low probability of failure and low consequence of failure of the roof is replaced in its current state.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no impact on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no third party funding available for this project.
Environment	Does the project address needs impacted by climate change?	1	There is little environmental impact in its current state
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The replacement of the roof will maintain the existing building
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The replacement of the roof will not show a significant aesthetic improvement
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core service by ensuring that the City's facility portfolio is available for the services that it supports.
Public Input	Has the project been identified through public engagement?	0	This project has not been identified by the public.

Parks Waste Receptacles Program Development and Implementation **28D.4** **Priority Score: 25.80**

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	20	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD/2048	**Location/Coordinates:**	Kelso Beach at Nawash Park

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	$ 15,000		
Equipment/Misc			
Contingency			
Total	$ 15,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 15,000

Schedule:

Construction Start Date:	02/07/2028
Substantial Completion or purchase date:	12/29/2028

Funding Sources:

Tax Levy	$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Kelso Beach at Nawash Park is a City Park that requires new waste receptacles that will be placed in strategic and high profile locations within the park. The waste receptacles will be consistent with other City parks and be of a higher standard than the current green steel drums. The exact waste receptacle style will be derived from the outcome of the 2026 Waste Receptacle Program (define type of can and waste collection method).

This capital project will support the purchase of approximately 7 City Park waste receptacles complete with lids (prevent access to garbage to gulls).

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Parks Waste Receptacles Program Development and Implementation **28D.4** **Priority Score: 25.80**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	5,000 to 9,999 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project. Staff will be able to spend less time on cleaning up messes from garbage gulls getting into the receptacles.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Playground Replacement - 28th St Tot Lot Playground

28D.5

Priority Score: 47.90

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	20	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD/2050	**Location/Coordinates:**	Tot Lot Park

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			$ 180,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 0	$ 0	$ 180,000

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 180,000

Schedule:

Construction Start Date:	02/09/2030
Substantial Completion or purchase date:	12/29/2030

Funding Sources:

Tax Levy	$ 180,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Tot Lot Playground was installed in 2001 and has exceeded it useful life cycle located at 28th St. W. near several residential rental buildings. The play structure has deteriorated and is in need of replacement. A new playground structure will be installed that meets current CSA for Children's Playground Equipment and Surfacing (CSA Z614:20, National Standards of Canada).

The replacement of this playground is supported by the Parks Recreation, Parks and Facilities Master Plan (2018-2028) objective to provide a play structure within 500m of every residence (without having to cross arterial roads or natural barriers).

The playground project layout will be brought forward to the Joint Grey County Accessibility Advisory Committee and the Community Services Committee for their input.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Playground Replacement - 28th St Tot Lot Playground	28D.5	Priority Score:	47.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	<1,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	5	Completion of the project will gain full legislative/regulatory compliance.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure and high consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Both staff time and cost savings will be achieved as result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for rebate.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	The project will be free to access for all users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public. The playground project layout will be brought forward to the Grey County Accessibility Advisory Committee for their input.

Playground Replacement - Ed Taylor Playground

28D.6

Priority Score: 47.90

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	20	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD/2048	**Location/Coordinates:**	Ed Taylor Park

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 180,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 180,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 180,000

Schedule:

Construction Start Date:	02/09/2028
Substantial Completion or purchase date:	12/29/2028

Funding Sources:

Tax Levy	$ 180,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Ed Taylor Playground was installed in 1994 and has exceeded it useful life cycle. The play structure has deteriorated and is in need of replacement. A new playground structure will be installed that meets current CSA for Children's Playground Equipment and Surfacing (CSA Z614:20, National Standards of Canada).

The replacement of this playground is supported by the Parks Recreation, Parks and Facilities Master Plan (2018-2028) objective to provide a play structure within 500m of every residence (without having to cross arterial roads or natural barriers).

The playground project layout will be brought forward to the Joint Grey County Accessibility Advisory Committee for their input and to the Community Services Committee for review.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Playground Replacement - Ed Taylor Playground 28D.6

Priority Score: 47.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	<1,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	5	Completion of the project will gain full legislative/regulatory compliance.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure and high consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Both staff time and cost savings will be achieved as result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for rebate.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	The project will be free to access for all users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The playground project layout will be brought forward to the Grey County Accessibility Advisory Committee for their input.

Trail Design and Signage Standards Development 28D.7

Priority Score: 28.50

Project Type:	Study	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	NA	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	NA	**Location/Coordinates:**	Citywide

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering	$ 25,000		
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 25,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 25,000

Schedule:

Construction Start Date:	02/07/2028
Substantial Completion or purchase date:	12/29/2028

Funding Sources:

Tax Levy	$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Trails are an important active transportation component of the City's public infrastructure and is a use that is supported as a key strategic initiative for the City of Owen Sound. The existing network of trails is supported by the Official Plan, the Recreation, Parks and Facilities Master Plan as well as well as other master plans and initiatives.

This capital project will develop design standards for the existing trail network to define trail configurations (surface material, trail width, delineation of trail to address unauthorized use, surface markings) and signage to clearly delineate the trail network, promote wayfinding that includes important city destinations and supports a safe and comfortable active transportation experience.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Trail Design and Signage Standards Development 28D.7

Priority Score: 28.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	2	There is no immediate requirement, but legislation is thought to be pending.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	0	The project will require additional operational resources
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for rebate
Environment	Does the project address needs impacted by climate change?	2	The project will slightly improve the natural environment and/or prevent further detriment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Pedestrian Bridge Upgrade - Pottawatomi River Bridge (OSIM Structure #06)

28D.8

Priority Score: 40.50

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	NA	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD	**Location/Coordinates:**	Harrison Park

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering	$ 2,000		
Communication / Signage			
Construction / Contractor	$ 32,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 34,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 34,000

Schedule:

Construction Start Date: 02/07/2028

Substantial Completion or purchase date: 12/29/2028

Funding Sources:

Tax Levy	$ 34,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City of Owen Sound is required to conduct Ontario Structure Inspection Manual (OSIM) inspections of bridges/culverts with a span greater than 3 metres on a biannual basis to estimate rehabilitation needs and costs. Parks & Open Spaces has a number of pedestrian oriented bridges/culverts within its parks that meet the span threshold and are captured as part of the citywide bridge/culvert OSIM inspection program. An OSIM inspection was carried out in the summer of 2022 and identified repair/rehabilitation work that needs to be undertaken at the Pottawatomi River Pedestrian Bridge (Structure #06) in Kelso Beach at Nawash Park.

This capital project captures the engineering services required to define the recommended repair/rehabilitation work to be performed on the pedestrian bridge and outlines the time frame in which the work should be undertaken.

6-10 Years

1. Replace deck boards.

In the past, the City has enaged Grey County staff to undertake bridge work and this will be explored as part of this project.

Attach Images: Pottawatomi River Ped Bridge #06.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Pedestrian Bridge Upgrade - Pottawatomi River Bridge (OSIM Structure #06) **28D.8** **Priority Score: 40.50**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	4	The project is required to continue to be compliant
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Pedestrian Bridge Upgrade - HP South Mile Drive Bridge (OSIM Structure #24)

28D.9

Priority Score: 40.50

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	NA	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD	**Location/Coordinates:**	Harrison Park

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering	$ 10,000		
Communication / Signage			
Construction / Contractor	$ 87,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 97,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 97,000

Schedule:

Construction Start Date: 02/07/2028

Substantial Completion or purchase date: 12/29/2028

Funding Sources:

Tax Levy	$ 97,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City of Owen Sound is required to conduct Ontario Structure Inspection Manual (OSIM) inspections of bridges/culverts with a span greater than 3 metres on a biannual basis to estimate rehabilitation needs and costs. Parks & Open Spaces has a number of pedestrian oriented bridges/culverts within its parks that meet the span threshold and are captured as part of the citywide bridge/culvert OSIM inspection program. An OSIM inspection was carried out in the summer of 2022 and identified repair/rehabilitation work that needs to be undertaken at the South Mile Drive Pedestrian Bridge (Structure #24) in Harrison Park.

This capital project captures the engineering services required to define the recommended repair/rehabilitation work to be performed on the pedestrian bridge and outlines the time frame in which the work should be undertaken.

1-5 Years
1. Install armour stone and regrade bank to prevent erosion of f embankments.
2. Remove and replace poor concrete on wing walls.
3. Regrade shoulder of roadway to prevent erosion.
4. Sand blast and repaint floor beams.

6-10 Years
1. Repair honeycombing on abutment walls.
2. Sand blast and repaint floor beams, stringers and bracing.

In the past, the City has enaged Grey County staff to undertake bridge work and this will be explored as part of this project.

Attach Images: HP Ped Bridge #24.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Pedestrian Bridge Upgrade - HP South Mile Drive Bridge (OSIM Structure #24) **28D.9** **Priority Score:** **40.50**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	4	The project is required to continue to be compliant.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Pedestrian Bridge Upgrade - East Harbour Boat Launch Bridge (OSIM Structure #26)

28D.10

Priority Score: 40.50

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	NA	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD	**Location/Coordinates:**	East Harbour Boat Launch

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering	$ 5,000		
Communication / Signage			
Construction / Contractor	$ 49,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 54,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 54,000

Schedule:

Construction Start Date: 02/07/2028

Substantial Completion or purchase date: 12/29/2028

Funding Sources:

Tax Levy	$ 54,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City of Owen Sound is required to conduct Ontario Structure Inspection Manual (OSIM) inspections of bridges/culverts with a span greater than 3 metres on a biannual basis to estimate rehabilitation needs and costs. Parks & Open Spaces has a number of pedestrian oriented bridges/culverts within its parks that meet the span threshold and are captured as part of the citywide bridge/culvert OSIM inspection program. An OSIM inspection was carried out in the summer of 2022 and identified repair/rehabilitation work that needs to be undertaken at the East Harbour Boat Launch Pedestrian Bridge (Structure #26).

This capital project captures the engineering services required to define the recommended repair/rehabilitation work to be performed on the pedestrian bridge and outlines the time frame in which the work should be undertaken.

Urgent
1. Correct erosion of west approach

Less than 1 Year
1. Repair eroded embankments

1-5 Years
1. Replace protective coating on barriers.
2. Weld ruptured barrier posts.
3. Replace protective coating on railing.
4. Patch girder ends.
5. Remove and replace poor concrete on deck soffit.
6. Replace failed riprap to prevent embankment erosion.

6-10 Years
1. Replace protective coating on hand rails.
2. Chip and patch top deck spalls.

In the past, the City has enaged Grey County staff to undertake bridge work and this will be explored as part of this project.

Attach Images: East Harbour Boat Lauch Ped Bridge #26.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Pedestrian Bridge Upgrade - East Harbour Boat Launch Bridge (OSIM Structure #26) **28D.10** **Priority Score:** **40.50**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	4	The project is required to continue to be compliant.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Playground Replacement - St. Julien Playground

28D.11

Priority Score: 47.90

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	20	**Staff Contact:**	Manager of Parks & Open Space
Future Replacement Cost:	TBD/2048	**Location/Coordinates:**	St. Julien Park

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 155,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 155,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 155,000

Schedule:

Construction Start Date:	02/09/2028
Substantial Completion or purchase date:	12/29/2028

Funding Sources:

Tax Levy	$ 155,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The St. Julien Playground was installed in 2000 and has exceeded it useful life cycle. The play structure has deteriorated and is in need of replacement. A new playground structure will be installed that meets current CSA for Children's Playground Equipment and Surfacing (CSA Z614:20, National Standards of Canada).

The replacement of this playground is supported by the Parks Recreation, Parks and Facilities Master Plan (2018-2028) objective to provide a play structure within 500m of every residence (without having to cross arterial roads or natural barriers).

The playground project layout will be brought forward to the Grey County Accessibility Advisory Committee for their input to the Community Services Committee for their their review.

Attach Images: St Julien Park Playground.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Playground Replacement - St. Julien Playground 28D.11

Priority Score: 47.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	<1,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	5	Completion of the project will gain full legislative/regulatory compliance.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure and high consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Both staff time and cost savings will be achieved as result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for rebate.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	The project will be free to access for all users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The playground project layout will be brought forward to the Grey County Accessibility Advisory Committee for their input.

Pedestrian Bridge Upgrade - HP North Mile Drive Bridge (OSIM Structure #23)

28D.19

Priority Score: 40.50

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	NA	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD	**Location/Coordinates:**	Harrison Park

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering	$ 15,000		
Communication / Signage			
Construction / Contractor	$ 98,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 113,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 113,000

Schedule:

Construction Start Date: 02/07/2026

Substantial Completion or purchase date: 12/29/2028

Funding Sources:

Tax Levy	$ 113,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City of Owen Sound is required to conduct Ontario Structure Inspection Manual (OSIM) inspections of bridges/culverts with a span greater than 3 metres on a biannual basis to estimate rehabilitation needs and costs. Parks & Open Spaces has a number of pedestrian oriented bridges/culverts within its parks that meet the span threshold and are captured as part of the citywide bridge/culvert OSIM inspection program. An OSIM inspection was carried out in the summer of 2022 and identified repair/rehabilitation work that needs to be undertaken at the North Mile Drive Pedestrian Bridge (Structure #23) in Harrison Park.

This capital project captures the engineering services required to define the recommended repair/rehabilitation work to be performed on the pedestrian bridge and outlines the time frame in which the work should be undertaken.

1-5 Years
1. Repair poor concrete on abutment walls, ballast walls, bearings and wing walls.
2. Sandblast and paint beams at bearings of girders and stringer.

6-10 Years
1. Sandblast and paint approach barriers, barrier posts and railings.

In the past, the City has enaged Grey County staff to undertake bridge work and this will be explored as part of this project.

Attach Images: HP Ped Bridge #23.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Pedestrian Bridge Upgrade - HP North Mile Drive Bridge (OSIM Structure #23) **28D.19** **Priority Score:** **40.50**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	4	The project is required to continue to be compliant.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project supports core service delivery

Rutherford Hall Floor Replacement 28H.1

Priority Score: 32.20

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	30	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:	$160,000 (2058)	**Location/Coordinates:**	Bayshore Community Centre

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	$ 100,000		
Equipment/Misc			
Contingency			
Total	$ 100,000	$ 0	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 100,000

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or purchase date:	01/31/2030

Funding Sources:

Tax Levy	$ 100,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project would see the replacement of the current vinyl tile floor in the Rutherford Hall, with an updated vinyl plank floor or lay in vinyl floor. The current floor is over 40 years old and quite dated, as the tiles are beginning to pull up or break in some areas. By removing and replacing with a modern floor it will change the look of the facility and potentially be more attractive to potential renters, and allow for a potential increase to the rental fees to help recoup the cost of the replacement.

A new floor would also require less maintenance as the current flooring needs to be stripped, waxed and sealed at least once a year.

This work would be completed by a contractor.

Attach Images: IMG_3162.jpeg; IMG_3163.jpeg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Rutherford Hall Floor Replacement 28H.1

Priority Score: 32.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This space is used by over 10,000 annually.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is a very low impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	there is currently no legislation requiring this project be completed.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure with low consequence, as we have seen tiles begin to break or lift out.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	This would have a slight impact on the operation as it would save a week of stripping, waxing and sealing the existing floor.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Currently there are no opportunities for partnerships or grants.
Environment	Does the project address needs impacted by climate change?	1	This project will have little to no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project would maintain an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	This project will improve the aesthetic value where there is not deemed a failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project would support core service delivery.
Public Input	Has the project been identified through public engagement?	1	The flooring has been mentioned by users groups.

Ice Resurfacer Room Floor Repairs 28H.2

Priority Score: 25.40

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	15	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:	$78,000 (2043)	**Location/Coordinates:**	Bayshore Community Centre

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	$ 60,000		
Equipment/Misc			
Contingency			
Total	$ 60,000	$ 0	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 60,000

Schedule:

Construction Start Date:	05/01/2030
Substantial Completion or purchase date:	06/30/2030

Funding Sources:

Tax Levy	$ 60,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project would see the concrete floor located from in front of the from the arena ice gate to the ice resurfacer water fill parking area replaced. The current concrete floor is pitted and grooved from the tire studs on the ice resurfacer creating large puddles where public have to cross. This pitting also traps dirt which is then transfered to the ice surface when the machine pases over it.

This would be completed by a contractor.

Attach Images: IMG_3104.jpeg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Ice Resurfacer Room Floor Repairs 28H.2

Priority Score: 25.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Thousands of people would cross over this area to get to their seats annually.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Minor injuries could result as it creates a potential slip, trip or fall hazard.
Legislation	Is the project required for legislative/regulatory compliance?	1	Currently there is no legislation mandating this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This would be an enhancement o the asset, as its not likely to fail but it is in need of repair.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This will have little to no impact on the operation.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no partnership or grant opportunities at this time.
Environment	Does the project address needs impacted by climate change?	1	This project will have little or no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	This project will improve the look of the concrete surface, where there is not deemed a failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project support core service delivery.
Public Input	Has the project been identified through public engagement?	1	has been mentioned in unsolicited feedback.

Domestic Hot Water Boiler Replacement 28H.4

Priority Score: 32.20

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	25	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:	37,500 (2053)	**Location/Coordinates:**	Bayshore Community Centre

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	$ 25,000		
Equipment/Misc			
Contingency			
Total	$ 25,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 25,000

Schedule:

Construction Start Date:	01/01/2028
Substantial Completion or purchase date:	12/31/2028

Funding Sources:

Tax Levy	$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project would see the replacement of the domestic hot water boiler at the Bayshore Community Centre. This boiler provides the entire buildings domestic hot water supply and is coming to the end useful of life. In recent years service repairs have been completed with the recommendation it be replaced with a more efficient wall hung unit over the next few years, as parts are becoming increasingly difficult to source for this particular unit.

A licensed contractor would complete this work.

Attach Images: IMG_3107.jpeg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Domestic Hot Water Boiler Replacement 28H.4

Priority Score: 32.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This boiler provides hot water to all the fixtures in the facility, effecting everyone who uses the washrooms or dressing rooms.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	The direct impact to health and safety is minor, though it is a requirement to provide hot water for hand-washing.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no legislation requiring the replacement of this unit.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability this unit could become inoperable as it is over 20 years old, the consequence would be high.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This project will have limited impact on the current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is currently no funding or grant opportunities at this time.
Environment	Does the project address needs impacted by climate change?	2	This project will have a small impact on the environment as this will be a much more efficient boiler.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This asset has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	This has not been mentioned by the public.

Domestic Hot Water Tank Replacement 28H.5

Priority Score: 27.60

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	25	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:	30,000 (2053)	**Location/Coordinates:**	Bayshore Community Centre

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	$ 20,000		
Equipment/Misc			
Contingency			
Total	$ 20,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 20,000

Schedule:

Construction Start Date:	01/01/2028
Substantial Completion or purchase date:	12/31/2028

Funding Sources:

Tax Levy	$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project would see the replacement of the domestic hot water storage tank at the Bayshore Community Centre. This is the only domestic hot water tank for the entire facility, and is over 40 years old and is well over its expected useful life. Though it has been well maintained and has required minimal maintenance, based on the age the recommendation is that this tank be replaced along with the new boiler installation.

Attach Images: IMG_3106.jpeg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Domestic Hot Water Tank Replacement 28H.5

Priority Score: 27.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	Thousands of people would be impacted if this unit were to fail.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	The direct impact to health and safety would be minimal.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is currently no know legislation mandating the replacement of this unit.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	With the age of this tank, there is a moderate chance of failure, though the impact would be high.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This project will have limited impact on the current operation.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	At this time there are no opportunities for grants or funding.
Environment	Does the project address needs impacted by climate change?	1	This project would have a minimal impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project would maintain an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This asset has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	This has not been mentioned by the public.

Ice Resurfacer Replacement

28I.1

Priority Score: 35.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	10	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:	$156,000 (2038)	**Location/Coordinates:**	Julie McArthur Rec Centre

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	$ 130,000		
Equipment/Misc			
Contingency			
Total	$ 130,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 130,000

Schedule:

Construction Start Date:	01/03/2028
Substantial Completion or purchase date:	09/01/2028

Funding Sources:

Reserves	$ 130,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This would see the replacement of the current ice resurfacer at the Julie McArthur Recreation Centre. This machine was purchased in 2017 and they typically have a replacement life of 10 years. This machine has seen some costly repairs over the last couple of years, and will be in need of replacement. At this time a battery option could be explored as a potential replacement, though a gas back up machine will still be required.

Attach Images: 7338434041.jpeg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Ice Resurfacer Replacement 28I.1 Priority Score: 35.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Thousands of users would be impacted by the replacement of this machine.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	There is no risk to health and safety if this does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is currently no legislation mandating this project move forward.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and a low consequence as we do have a back up machine to put into service.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This will have little to no effect on the current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	This is funded through the fleet reserves. An electric option may be eligible for rebates.
Environment	Does the project address needs impacted by climate change?	1	Depending on the model chosen an electric would have a high impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This replacement would maintain an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	this project does not impact the aesthetic value of the asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project support core service delivery.
Public Input	Has the project been identified through public engagement?	0	This has not be mentioned by the public.

B.A.S. Control Upgrades

28I.2

Priority Score: 26.70

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	10	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:	$78,000 (2038)	**Location/Coordinates:**	Julie McArthur Rec Centre

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	$ 65,000		
Equipment/Misc			
Contingency			
Total	$ 65,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 65,000

Schedule:

Construction Start Date:	01/01/2028
Substantial Completion or purchase date:	12/31/2028

Funding Sources:

Tax Levy	$ 65,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project would see the replacement of the Eco Chill Automation system at the Julie McArthur Rec Centre with an updated system system which will allow for improved remote access and operating parameters which will allow for a more efficient operation of the refrigeration plant, which should lead to potential utility savings and improved performance. The current system will be over 15 years old at the time of replacement.

This work would be completed by our refrigeration contractor.

Attach Images: IMG_3137.jpeg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

B.A.S. Control Upgrades

28I.2

Priority Score: 26.70

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	Thousands of ice users would be effected by improved safety and ice quality.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	This project would have minimal impact on health and safety, though it will have improved monitoring for the refrigeration plant and alarm notifications to improve response to potential issues.
Legislation	Is the project required for legislative/regulatory compliance?	1	Currently there is no known legislation mandating this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This would be an enhancement to the current system.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little to no impact on the operation.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	A grant or rebate may be available at the time of purchase.
Environment	Does the project address needs impacted by climate change?	2	Improved technology and operating parameters will allow for more efficient operation.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project support core service delivery.
Public Input	Has the project been identified through public engagement?	0	This project has not been identified by the public.

Trail Design and Signage Standards Implementation 29D.1

Priority Score: 44.50

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	NA	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	NA	**Location/Coordinates:**	Citywide

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 50,000	$ 50,000	$ 50,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 50,000	$ 50,000	$ 50,000

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 150,000

Schedule:

Construction Start Date:	04/01/2029
Substantial Completion or purchase date:	12/31/2031

Funding Sources:

Tax Levy	$ 150,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Trails are an important active transportation component of the City's public infrastructure and is a use that is supported as a key strategic initiative for the City of Owen Sound. The existing network of trails is supported by the Official Plan, the Recreation, Parks and Facilities Master Plan as well as well as other master plans and initiatives.

This capital project will implement specific design standards developed in 2028 as part of the Trail Design and Signage Standards Development project. A strategic scope of work will be developed to address priority needs derived from the 2028 trail design and signage standard development project and may include surface improvements (paving), pavement markings and regulatory signage to improve safety.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Trail Design and Signage Standards Implementation	29D.1	Priority Score:	44.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	2	The project will move the organization closer to meeting legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for rebate
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

JMRRC Floor Scrubber Replacement 29I.1

Priority Score: 29.40

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	10	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:	26,000 (2039)	**Location/Coordinates:**	Julie McArthur Rec Centre

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 20,000		
Contingency			
Total	$ 20,000	$ 0	$ 0

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 20,000

Schedule:

Construction Start Date:	06/01/2029
Substantial Completion or purchase date:	07/31/2029

Funding Sources:

Tax Levy	$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project would see the replacement of the floor scrubber at the Julie McArthur Rec Centre, which was originally purchased in 2020. This scrubber is used daily to maintain lobby tile, skate tile, and concrete floor areas within the facility and is reaching the end of its useful life of 10 years.

This new floor scrubber will be used throughout the Julie McArthur Rec Centre to enhance cleaning operations in high-traffic areas and maintain a clean and safe environment for all users.

This new scrubber would be purchased in Q1 of 2029, as soon as the Capital Budget is approved.

the new scrubber will significantly enhance the cleaning efficiency, as the older scrubber continues to wear down from use leading to downtime for costly repairs. A well maintained facility will reduce the risk of slip and falls and ensure a safe environment for all, especially during the winter months.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

JMRRC Floor Scrubber Replacement 29I.1

Priority Score: 29.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	This project could have an impact on 1000-2500 per day.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Slips and falls could result as this equipment is used to clean spills and soiled floors especially during the winter months.
Legislation	Is the project required for legislative/regulatory compliance?	0	There is no legislation mandating this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	As the equipment ages it has a high probability of failure with a moderate to low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	This project would have a slight impact on operation efficiency, as newer equipment will clean more efficiently and save time compared to older equipment.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Currently there are no opportunities for other funding sources.
Environment	Does the project address needs impacted by climate change?	0	This project will have little to no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project helps to maintain a current public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	This equipment is used to improve the aesthetic value of assets.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project helps support core service delivery.
Public Input	Has the project been identified through public engagement?	0	There has been no public input for this project.

Plate and Frame Regasket 2

29I.2

Priority Score: 38.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	15	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:	43,500 (2044)	**Location/Coordinates:**	Julie McArthur Rec Centre

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 30,000		
Contingency			
Total	$ 30,000	$ 0	$ 0

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 30,000

Schedule:

Construction Start Date:	06/01/2029
Substantial Completion or purchase date:	07/31/2029

Funding Sources:

Tax Levy	$ 30,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project would see the replacement of the gaskets for the Plate and Frame heat exchanger #2 at the Julie McArthur Rec Centre. T

This work will take place in the refrigeration plant room at the Julie McArthur Rec Centre by a refrigeration contractor. This project would be completed during the summer months when the demand on the plant is lessened, after removing one ice pad

.

This work will ensure the continued efficient operation of the refrigeration plant and help avoid potential downtime, loss of ice, and subsequent revenue loss. The contractor recommends changing the gaskets every 15-20 years to prevent potential failure. Delaying this work could result in significantly higher costs if a failure occurs, leading to more extensive repairs and potential revenue loss.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Plate and Frame Regasket 2 — 29I.2 — Priority Score: 38.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	Though the Rec Centre sees over 10,000 annually, if this equipment failed it could impact over 5000 at that time.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	This project would have little to no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	4	TSSA mandates equipment be properly maintained through the Operating Engineers Regulations.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	There is a probability of failure if not replaced, with a high consequence, as this could impact users and revenue.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no impact on operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is currently no opportunity for grant or partnership at this time.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project would help to maintain a current public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project helps support core service delivery.
Public Input	Has the project been identified through public engagement?	0	This project has not be identified by the public.

Plate and Frame Regasket 3

29I.3

Priority Score: 38.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	15	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:	43,500 (2044)	**Location/Coordinates:**	Julie McArthur Rec Centre

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 30,000		
Contingency			
Total	$ 30,000	$ 0	$ 0

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 30,000

Schedule:

Construction Start Date: 06/01/2029

Substantial Completion or purchase date: 07/31/2029

Funding Sources:

Tax Levy	$ 30,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project would see the replacement of the gaskets for the Plate and Frame heat exchanger #2 at the Julie McArthur Rec Centre.

This work will take place in the refrigeration plant room at the Julie McArthur Rec Centre by a refrigeration contractor. This project would be completed during the summer months when the demand on the plant is lessened, after removing one ice pad

.

This work will ensure the continued efficient operation of the refrigeration plant and help avoid potential downtime, loss of ice, and subsequent revenue loss. The contractor recommends changing the gaskets every 15-20 years to prevent potential failure. Delaying this work could result in significantly higher costs if a failure occurs, leading to more extensive repairs and potential revenue loss.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Plate and Frame Regasket 3 — 29I.3 — Priority Score: 38.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	Though the Rec Centre sees over 10,000 annually, if this equipment failed it could impact over 5000 at that time.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	This project would have little to no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	4	TSSA mandates equipment be properly maintained through the Operating Engineers Regulations.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	There is a probability of failure if not replaced, with a high consequence, as this could impact users and revenue.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no impact on operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is currently no opportunity for grant or partnership at this time.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project would help to maintain a current public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project helps support core service delivery.
Public Input	Has the project been identified through public engagement?	0	This project has not be identified by the public.

Kelso Beach at Nawash Park Parking Lot Upgrade

30D.1

Priority Score: 44.50

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	NA	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	NA	**Location/Coordinates:**	Kelso Beach at Nawash Park

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 75,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 75,000	$ 0	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 75,000

Schedule:

Construction Start Date:	04/01/2030
Substantial Completion or purchase date:	12/31/2030

Funding Sources:

Tax Levy	$ 75,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Kelso Beach at Nawash Park is a highly utilized City Park that is a major destination for both the local community and guests that take advantage of the parks many offerings: major event space, water frontage and other valued amenities such as the splash pad. The parking lot is an important component of the park frontage along the Eddie Sargent Parkway. The allocated funding will be utilized to implement design recommendations (to be completed in 2026) to improve the parking lot to improve the profile of the park along its street frontage and improve access to the park and provide safety.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Kelso Beach at Nawash Park Parking Lot Upgrade	30D.1	Priority Score:	44.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	2	The project will move the organization closer to meeting legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for rebate
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Year: 2030

Harrison Park Community Hall Window Replacement

2030-09 (30D.2)

Priority Score: 32.70

Rationale	Asset Management - Replacement	**Priority Level:**	Moderate - Score 21-48
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	30	**Staff Contact:**	
Future Replacement Cost:	$104,372.29	**Location/Coordinates:**	75 2nd Ave E, Owen Sound, ON N4K 5T2

Description and Rationale:

Asset Management - Replacement - Deficiencies observed or reported during the assessment include glazing seal failure, worn framework and trim. The deterioration is anticipated to progress due to age and exposure to the elements, and may lead to moisture infiltration, a weakening of integrity, and a loss of marketability

Cash Flow Projection:	**2030**		
Consulting including Design & Studies			
In House Engineering			
Communication / Signage			
Construction / Contractor	$43,000.00		
Materials			
Equipment Purchases			
Contingency			
Total	$43,000.00	$0.00	$0.00
Costs Incurred to 2029 Year End			

Impact on Operating Budget:			

Total Project Budget: **$43,000.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:

Tax Levy	$43,000.00
Total	$43,000.00

Year: 2030

Harrison Park Community Hall Window Replacement

2030-09 (30D.2)

Priority Score: 32.70

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	Impacts all HP community center users
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact
Legislation Score	Is the project required for legislative/regulatory compliance?	1	No legislative requirements
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	4	Replacement is required to protect the building asset
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Will gain HVAC efficiencies
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	1	Rebates programs might available
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	2	Energy conserving
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	0	No impact
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	4	New windows will function much better for the users
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	0	This does not affect the strategic plan
Public Input Score	Has the project been identified through public engagement?	1	This is a public facing asset

Year: 2030

Harrison Park Senior Centre Window and Door Replacement

2030-10 (30D.3)

Priority Score: 32.70

Rationale	Asset Management - Replacement	**Priority Level:**	Moderate - Score 21-48
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	30	**Staff Contact:**	
Future Replacement Cost:	$48,545.25	**Location/Coordinates:**	75 2nd Ave E, Owen Sound, ON N4K 5T2

Description and Rationale:

Asset Management - Replacement - The windows and doors are at the end of there useful life and may experience sealant failure over time, resulting in potential leakage, condensation, energy loss, and discomfort for building occupants. Replacement is recommended in the short term.

Cash Flow Projection:	**2030**		
Consulting including Design & Studies			
In House Engineering			
Communication / Signage			
Construction / Contractor	$20,000.00		
Materials			
Equipment Purchases			
Contingency			
Total	$20,000.00	$0.00	$0.00
Costs Incurred to 2029 Year End			

Impact on Operating Budget:			

Total Project Budget: $20,000.00

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:

Tax Levy	$20,000.00
Total	$20,000.00

Year: 2030

Harrison Park Senior Centre Window and Door Replacement

2030-10 (30D.3)

Priority Score: 32.70

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	Impacts all HP Senior Center users
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact
Legislation Score	Is the project required for legislative/regulatory compliance?	1	No legislative requirements
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	4	Replacement is required to protect the building asset
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Will gain HVAC efficiencies
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	1	Rebates programs might available
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	2	Energy conserving
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	0	No impact
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	4	New windows will function much better for the users
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	0	This does not affect the strategic plan
Public Input Score	Has the project been identified through public engagement?	1	This is a public facing asset

Year: 2030

Harrison Park Pool Window and Door Replacement

2030-11 (30D.4)

Priority Score: 32.70

Rationale	Asset Management - Replacement	**Priority Level:**	Moderate - Score 21-48
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	30	**Staff Contact:**	
Future Replacement Cost:	$42,477.09	**Location/Coordinates:**	75 2nd Ave E, Owen Sound, ON N4K 5T2

Description and Rationale:

Asset Management - Replacement - Windows and doors are at end of their useful life and may experience sealant failure over time, resulting in potential leakage, condensation, energy loss, and discomfort for building occupants. Replacement is recommended in the short term.

Cash Flow Projection:	**2030**		
Consulting including Design & Studies			
In House Engineering			
Communication / Signage			
Construction / Contractor	$17,500.00		
Materials			
Equipment Purchases			
Contingency			
Total	$17,500.00	$0.00	$0.00
Costs Incurred to 2029 Year End			

Impact on Operating Budget:			

Total Project Budget: **$17,500.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:

Tax Levy	$17,500.00
Total	$17,500.00

Year: 2030

Harrison Park Pool Window and Door Replacement

2030-11 (30D.4)

Priority Score: 32.70

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	Impacts pool staff and users
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact
Legislation Score	Is the project required for legislative/regulatory compliance?	1	No legislative requirements
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	4	Replacement is required to protect the building asset
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Will gain HVAC efficiencies
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	1	Rebates programs might available
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	2	Energy conserving
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	0	No impact
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	4	New windows will function much better for the users
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	0	This does not affect the strategic plan
Public Input Score	Has the project been identified through public engagement?	1	This is a public facing asset

Year: 2030

Harrison Park Workshop Interior Door Replacement

2030-12 (30D.5)

Priority Score: 18.80

Rationale	Asset Management - Replacement	**Priority Level:**	Low - Score 0-20
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	30	**Staff Contact:**	
Future Replacement Cost:	$67,963.35	**Location/Coordinates:**	75 2nd Ave E, Owen Sound, ON N4K 5T2

Description and Rationale:

Asset Management - Replacement - Deficiencies observed or reported during the assessment include damaged and deformed surfaces and corrosion, wear and deterioration, worn and faded finishes, operational difficulties, loose or missing components, worn hardware. The deterioration is anticipated to progress due to age, usage, and ongoing building activities, and may lead to a weakening of integrity, and a loss of functionality and marketability. Replacement is recommended in the short term.

Cash Flow Projection:	**2030**		
Consulting including Design & Studies			
In House Engineering			
Communication / Signage			
Construction / Contractor	$28,000.00		
Materials			
Equipment Purchases			
Contingency			
Total	$28,000.00	$0.00	$0.00
Costs Incurred to 2029 Year End			

Impact on Operating Budget:			

Total Project Budget:	**$28,000.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:

Tax Levy	$28,000.00
Total	$28,000.00

Year: 2030

Harrison Park Workshop Interior Door Replacement

2030-12 (30D.5)

Priority Score: 18.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	Impacts HP staff
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact
Legislation Score	Is the project required for legislative/regulatory compliance?	1	No legislative requirements
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	3	Replacement is required for continued use of the facility
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Office, restroom, shops doors should be in good working order for staff
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	0	No know opportunities
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	1	No impact
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	0	No impact
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	3	This will improve the interior of the facility
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	0	This does not affect the strategic plan
Public Input Score	Has the project been identified through public engagement?	0	No public involvement

Playground Replacement - Westmount Playground

30D.6

Priority Score: 47.90

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	20	**Staff Contact:**	Eckhard Pastrik
Future Replacement Cost:	TBD/2050	**Location/Coordinates:**	Westmount Park

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 180,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 180,000	$ 0	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 180,000

Schedule:

Construction Start Date:	02/07/2030
Substantial Completion or purchase date:	12/29/2030

Funding Sources:

Tax Levy	$ 180,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Westmount Playground was installed in 2001 and has exceeded it useful life cycle. The play structure has deteriorated and is in need of replacement. A new playground structure will be installed that meets current CSA for Children's Playground Equipment and Surfacing (CSA Z614:20, National Standards of Canada).

The replacement of this playground is supported by the Parks Recreation, Parks and Facilities Master Plan (2018-2028) objective to provide a play structure within 800m of every residence (without having to cross arterial roads or natural barriers).

The playground project layout will be brought forward to the Grey County Accessibility Advisory Committee for their input and to the Community Services Committee for review.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Playground Replacement - Westmount Playground	30D.6	Priority Score:	47.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	<1,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	5	Completion of the project will gain full legislative/regulatory compliance.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure and high consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Both staff time and cost savings will be achieved as result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for rebate.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	The project will be free to access for all users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public. The playground project layout will be brought forward to the Grey County Accessibility Advisory Committee for their input.

Year: 2029

Duncan McLellan Field House Floor Replacement

2030-13 (30D.7)

Priority Score: 20.80

Rationale	Asset Management - Replacement	**Priority Level:**	Low - Score 0-20
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	
Future Replacement Cost:	$48,600.00	**Location/Coordinates:**	Duncan McLellan Baseball Diamonds

Description and Rationale:
Asset Management - Replacement - This is my project description that will populate on reports

Cash Flow Projection:	**2030**		
Consulting including Design & Studies			
In House Engineering			
Communication / Signage			
Construction / Contractor	$26,200.00		
Materials			
Equipment Purchases			
Contingency			
Total	$26,200.00	$0.00	$0.00

Costs Incurred to 2028 Year End	**$0.00**

Impact on Operating Budget:			

Total Project Budget:	**$26,200.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:

Tax Levy	$26,200.00
Total	$26,200.00

Year: 2029

Duncan McLellan Field House Floor Replacement

2030-13 (30D.7)

Priority Score: 20.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The floor replacement will be limited to the users of the concession area and the maintenance areas.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	The raised floor tiles are creating trip hazards and have the potential to cause minor injury.
Legislation Score	Is the project required for legislative/regulatory compliance?	1	There is no known legislative or regulatory requirements associated with the replacement of the floor surfaces.
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	2	There is a low likelihood of failure and consequence of failure associated with the floor replacements.
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be no or little effect on current operations as the space is seldom used. The floor must be replaced in order to maintain current levels of service.
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no known opportunity for grant or partnership funding.
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	1	There will be little to no impact on the environment as part of this project.
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	2	The project maintains an existing space.
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	4	The project addresses a failing aesthetic value and provides for an improvement.
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the core delivery of service by supporting athletic field operations.
Public Input Score	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Year: 2030

Duncan McLellan Field House Exhaust Fan Replacement

2030-14 (30D.8)

Priority Score: 19.00

Rationale	Asset Management - Replacement	**Priority Level:**	Low - Score 0-20
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	
Future Replacement Cost:	$19,300.00	**Location/Coordinates:**	Duncan McLellan Ball Diamond

Description and Rationale:
Asset Management - Replacement - A building condition assessment was completed in 2024. The exhaust fans serve both the concession area and the washrooms and require replacement.

Cash Flow Projection:	**2030**		
Consulting including Design & Studies			
In House Engineering			
Communication / Signage			
Construction / Contractor	$10,400.00		
Materials			
Equipment Purchases			
Contingency			
Total	$10,400.00	$0.00	$0.00

Costs Incurred to 2029 Year End	**$0.00**

Impact on Operating Budget:			

Total Project Budget:	**$10,400.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:

Tax Levy	$10,400.00
Total	$10,400.00

Year: 2030

Duncan McLellan Field House Exhaust Fan Replacement

2030-14 (30D.8)

Priority Score: 19.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The floor replacement will be limited to the users of the concession area and the washrooms.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	There are minimal health and safety issues due to the low or infrequent use.
Legislation Score	Is the project required for legislative/regulatory compliance?	1	There is no known legislative or regulatory requirements associated with the replacement of the exhaust fan
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	2	There is a low likelihood of failure and consequence of failure associated with the replacement of the exhaust fans
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be no or little effect on current operations as the space is seldom used or is seasonal.
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no known opportunity for grant or partnership funding.
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	0	There will be little to no impact on the environment as part of this project.
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	2	The project maintains an existing space.
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	1	There is no impact on the aesthetic of the facility associated with the replacement of the exhaust fans.
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the core delivery of service by supporting athletic field operations.
Public Input Score	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Kinsmen Park Bleachers

30D.9

Priority Score: 44.20

Project Type:	New Asset	**Priority Level:**	Moderate
Growth Related?:	Partial	**Department:**	Community Services
Estimated Useful Life (years):	25	**Staff Contact:**	Manager of Parks & Open Spaces
Future Replacement Cost:	$32,800	**Location/Coordinates:**	Kinsmen Park

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 20,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 20,000	$ 0	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 20,000

Schedule:

Construction Start Date:	03/31/2030
Substantial Completion or purchase date:	04/30/2030

Funding Sources:

Tax Levy	$ 20,000
Grant	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The bleachers at Kinsmen Park have reached the end of their service life. This capital would be used to purchase and install two new 5-tier aluminum bleacher placed on a concrete pad.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Kinsmen Park Bleachers 30D.9 Priority Score: 44.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	Approximatelty 1,000 to 2,499 people will use these bleachers annually.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	The current bleachers are beginning to deteriorate. The failure of the wooden boards can lead to multiple injuries.
Legislation	Is the project required for legislative/regulatory compliance?	4	The replacement of the bleachers will ensure compliance with the Occupier's Liability Act.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probably of failure and moderate consequence due to the height of the bleachers and their conditions.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight improvement on operational efficiencies by placing a concrete pad underneath the bleachers.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There are no known third party funding sources at this time.
Environment	Does the project address needs impacted by climate change?	1	There will be little to no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project maintains the same number of bleachers at this location.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Renewal of aging infrastructure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Support core service delivery of outdoor ball diamonds.
Public Input	Has the project been identified through public engagement?	0	Project has not been identified by the public or sports group users.

Bayshore Window and Door Replacement 30H.1

Priority Score: 45.20

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	25	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:		**Location/Coordinates:**	Bayshore Community Centre

Cash Flow Projection:

	2030	2031	2032+
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	$ 30,000		
Equipment/Misc			
Contingency			
Total	$ 30,000	$ 0	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 30,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Tax Levy	
Reserves	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 30,000

Description and Rationale:

This project would see the replacement of the remaining original doors and frames at the Bayshore Community Centre. Several of the original doors have been replaced to date, though there are several in the dressing rooms that are well past their useful life and no longer functioning properly. This work would be completed by a contractor.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Bayshore Window and Door Replacement 30H.1

Priority Score: 45.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	>10,000
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Multiple injuries may result
Legislation	Is the project required for legislative/regulatory compliance?	3	Project will move organization closer to meeting legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Moderate probability of failure; low consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding. 2024 funded through reserves
Environment	Does the project address needs impacted by climate change?	1	Little of no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Newer windows and doors will slightly increase aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Unit Heater 1,3 and 8 Replacement 30H.2

Priority Score: 23.10

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 25

Priority Level: Moderate
Department: Community Services
Staff Contact: Ryan Gowan

Cash Flow Projection:	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 15,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 15,000	$ 0	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 15,000

Schedule:

Construction Start Date: 06/01/2030

Substantial Completion or purchase date: 08/31/2030

Funding Sources:

Reserves	$ 5,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 10,000

Description and Rationale:

The existing hydronic unit heaters in the front lobby of the Bayshore Community Centre have reached the end of their expected useful life and will be replaced with newer, more efficient models. This work will be completed by a contractor.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Unit Heater 1,3 and 8 Replacement 30H.2 Priority Score: 23.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	While the number of users that pass through the Lobby is greater than 10,000 annually, the average number of users at any given time is less than 1,000.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety unless their is a failure of HVAC equipment.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The probability of failure of the existing unit is moderate but is a low risk due to the City's ability to provide temporary heating solutions for this area.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be minimal operational efficiencies from this project as this is effectively a like for like replacement utilizing similar technologies.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for an energy rebate at the time of replacement.
Environment	Does the project address needs impacted by climate change?	2	Improved HVAC technology will reduce the City's energy consumption moderately.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The unit heater has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	Project is not directly aligned to the strategic plan.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

JMRRC Compressor 1 Replacement 30I.1

Priority Score: 36.10

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 15

Priority Level: Moderate
Department: Community Services
Staff Contact: Ryan Gowan

Cash Flow Projection:	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 30,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 30,000	$ 0	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 30,000

Schedule:

Construction Start Date: 04/01/2030

Substantial Completion or purchase date: 06/01/2030

Funding Sources:

Reserves	$ 30,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project would see the replacement of compressor 1. These compressors typically begin to fail at 35,000 run hours. This compressor is currently at 32,219 run hours and may experience failure if it is not replaced. It would be difficult to maintain 2 ice sheets with only 2 compressors if this equipment is down for an extended period of time. Replacing this equipment before failure would ensure no interruption to service delivery.

Attach Images: Compressor 1.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Images



JMRRC Compressor 1 Replacement 30I.1 Priority Score: 36.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	Thousands of users would be impacted if this equipment were to fail.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	There is no risk to health and safety if this project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislation mandated at this time for this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This piece of equipment has a high likelihood of failure, and would be a high consequence if it did.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	This project would have a slight impact on operational efficiency.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	This project may be eligible for a rebate.
Environment	Does the project address needs impacted by climate change?	1	This project will not have a significant impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project would maintain an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This asset has no aesthetic value as it is in a mechanical room and not visible to the public.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project would support core service delivery.
Public Input	Has the project been identified through public engagement?	0	This has not been identified by the public.

Year: 2030

JMRRC Roof Section 3 Replacement

2030-15 (30I.2)

Priority Score: 21.80

Rationale	Asset Management - Replacement	**Priority Level:**	Moderate - Score 21-48
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	30	**Staff Contact:**	
Future Replacement Cost:	$950,200.00	**Location/Coordinates:**	Julie McArthur Regional Recreation Centre

Description and Rationale:

Asset Management - Replacement - The Julie McArthur Regional Recreation Centre was constructed in 2012. The roof system is broken down into 10 different sections based on their location or material.
Sections 3 through 9 are smaller flat roofs over mechanical areas, entrance doors, and common areas. The roof system is a single ply membrane that has experienced multiple leaks beginning shortly after construction of the building. These leaks have resulted in damage to the insulation. The City's roofing consultant has indicated that a typical lifespan for this system is usually 13 years.

The suggested solution is to "peel" the existing membrane, replace damaged insulation, and the installation of a new membrane.

Cash Flow Projection:	2030		
Consulting including Design & Studies			
In House Engineering			
Communication / Signage			
Construction / Contractor	$453,000.00		
Materials			
Equipment Purchases			
Contingency			
Total	$453,000.00	$0.00	$0.00
Costs Incurred to 2029 Year End			

Impact on Operating Budget:			

Total Project Budget:	**$453,000.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:

Tax Levy	$453,000.00
Total	$453,000.00

Year:	2030

JMRRC Roof Section 3 Replacement

2030-15 (30I.2)

Priority Score: 21.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The roof sections impacted by these roof sections are not regularly occupied by facility users and are limited to entrances, common areas, and mechanical spaces.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project has no direct impact on health and safety at this time.
Legislation Score	Is the project required for legislative/regulatory compliance?	1	There is no known legislative or regulatory compliance requirements associated with this project.
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	4	Some of these roof sections have experienced leaks and damage to insulation. There is a high probability of failure of the roof system and moderate impact on users.
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	The repair costs to date are minimal but will get more costly as the deterioration continues. The replacement of the wet insulation and rehabilitation of the surface will reduce annual operating costs associated with the leaks.
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no known grant or partnership funding for this project at this time.
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	1	There is little or no direct impact on the environment as a result of this project.
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	2	This projects maintains an existing space, being common, staff, and mechanical areas of the facility.
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	2	The project does not impact an aesthetic value of the facility.
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports the delivery of core services through maintaining an existing facility used by the public.
Public Input Score	Has the project been identified through public engagement?	1	This project has been mentioned in unsolicited feedback, mainly through complaints about roof leaks in common public areas.

Domestic Hot Water Boiler 1

30I.2

Priority Score: 35.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	25	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:	105,000 (2055)	**Location/Coordinates:**	Julie McArthur Recreation Centre

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 60,000		
Contingency			
Total	$ 60,000	$ 0	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 60,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Tax Levy	
Grant	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 60,000

Description and Rationale:

The domestic hot water boilers at the Julie McArthur Recreation Centre service all the facility's hot water needs, including the showers in the dressing rooms. These boilers have consistently failed, resulting in significant repair costs. They are now nearing the end of their useful life, with replacement parts becoming both expensive and hard to obtain. Due to ongoing reliability issues and the increasing costs of repairs, replacing the boilers is necessary to avoid further disruptions and ensure the continued efficient operation of the facility.

A contractor would complete this work.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Domestic Hot Water Boiler 1 — 30I.2 — Priority Score: 35.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This would effect all the users of the facility who use dressing rooms, or washroom facilities.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	This project will not have an impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no legislation mandating this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability these boilers will fail with a moderate consequence. We would lose hot water in showers and hand washing sinks.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This project will have little or no effect on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	This project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	2	This project would see more efficient boilers, sized correctly for the facility usage installed.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project would maintain an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input	Has the project been identified through public engagement?	1	There have been complaints from public when the current boilers aren't working and theres no hot water in showers or washrooms.

Domestic Hot Water Boiler 2

30I.4

Priority Score: 35.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	25	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:	105,000 (2055)	**Location/Coordinates:**	Julie McArthur Recreation Centre

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 60,000		
Contingency			
Total	$ 60,000	$ 0	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 60,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Tax Levy	
Grant	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 60,000

Description and Rationale:

The domestic hot water boilers at the Julie McArthur Recreation Centre service all the facility's hot water needs, including the showers in the dressing rooms. These boilers have consistently failed, resulting in significant repair costs. They are now nearing the end of their useful life, with replacement parts becoming both expensive and hard to obtain. Due to ongoing reliability issues and the increasing costs of repairs, replacing the boilers is necessary to avoid further disruptions and ensure the continued efficient operation of the facility.

A contractor would complete this work.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Domestic Hot Water Boiler 2 — 30I.4 — Priority Score: 35.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This would effect all the users of the facility who use dressing rooms, or washroom facilities.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	This project will not have an impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no legislation mandating this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability these boilers will fail with a moderate consequence. We would lose hot water in showers and hand washing sinks.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This project will have little or no effect on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	This project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	2	This project would see more efficient boilers, sized correctly for the facility usage installed.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project would maintain an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input	Has the project been identified through public engagement?	1	There have been complaints from public when the current boilers aren't working and theres no hot water in showers or washrooms.

Natural Gas Refueler

30I.5

Priority Score: 36.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Community Services
Estimated Useful Life (years):	25	**Staff Contact:**	Ryan Gowan
Future Replacement Cost:		**Location/Coordinates:**	Julie McArthur Recreation Centre

Cash Flow Projection:	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 60,000		
Contingency			
Total	$ 60,000	$ 0	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 60,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Tax Levy	
Grant	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 60,000

Description and Rationale:

This project would see the replacement of the current natural gas refueling system used for our ice resurfacers. The existing infrastructure is becoming increasingly expensive to maintain, and replacement parts are becoming more difficult to source. Maintaining operational reliability is critical to avoid downtime and potential loss of revenue during busy rental periods.

Natural gas remains a clean-burning fuel and, at this time, is a better fit for our ice resurfacing operations compared to electric alternatives. Current electric resurfacer models do not yet offer the capacity required for full-day usage. A backup fossil fuel-powered machine would still be necessary to ensure there are no interruptions to service delivery.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Natural Gas Refueler

30I.5

Priority Score: **36.00**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	This project will impact ice users. Any downtime of this equipment will result in floods being missed or altering or canceling rentals.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	This project will not have any impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no legislation mandating this replacement at this time.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure. This equipment has failed in the past, and we were lucky enough to have the needed parts on the shelf. As parts become obsolete we will see larger downtimes.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be slight impact, as the quick fill replacement unit will result in less downtime when filling the machine. This has the potential to increase the amount of heavy ice maintenance performed etc.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	This projected would be funded through facility reserves.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project maintains a current public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	This project has not been mentioned by the public.

Attachment 2b – Draft 2026-2030 Multi-year Capital Plan

Corporate Services

Telephone System Replacement 25A.2

Priority Score: 43.00

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 5-8 Years

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Mark Giberson

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 75,000	$ 64,000	
Contingency			
Total	$ 75,000	$ 64,000	$ 0

Costs Incurred to 2024 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 139,000

Schedule:

Construction Start Date: 01/14/2025

Substantial Completion or purchase date: 09/30/2026

Funding Sources:

Reserves	$ 139,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	

Description and Rationale:

The City's current telephone system has been in operation since 2012, supporting approximately 200,000 internal and external calls annually across eight municipal facilities and the Owen Sound Public Library. It remains a primary channel for citizens to access City services, request information, and report issues. While a typical telephony system has a useful life of 5 to 8 years, the Information Technology Department's proactive maintenance and upgrade strategy has extended its lifespan to more than a decade.

As of 2025, the system is 13 years old and increasingly unable to support modern communication technologies, integrations, and collaborative platforms such as Microsoft Teams. Ongoing maintenance of the aging infrastructure has become more resource-intensive, resulting in higher operational costs and greater risk of system instability.

To ensure long-term reliability, scalability, and service continuity, the City will look to transition to a hybrid communication system that integrates cloud-based collaboration tools with a secure on-premise environment. The design of this system reflects lessons learned from recent network and cloud service outages, emphasizing the need for resilient, redundant communication pathways to maintain uninterrupted operations. The new system will be partially hosted on-premise to ensure critical communication capabilities remain available during periods of limited network connectivity or cloud service disruptions. This hybrid architecture provides the security and control of on-premise infrastructure while leveraging the flexibility, scalability, and innovation of cloud-based technologies.

The upgraded platform will be designed with the capability to incorporate artificial intelligence (AI) and other emerging communication technologies to enhance operational efficiency and service delivery. This future-ready architecture will support the integration of tools such as intelligent call routing, automated virtual assistance, real-time analytics, and performance insights—along with additional advancements as they become available—ensuring the City remains adaptable to evolving citizen service needs and technological innovation.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Telephone System Replacement 25A.2

Priority Score: 43.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Affects all Staff, Council and the ability to deliver services to the public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislation/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Moderate probability of failure; low consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Equipment is past operation life expectancy with higher maintenance costs. Current equipment reduces the ability of staff to work, due to equipment not working and needing repairs. New equipment allows staff to deliver effective services and the ability to work anywhere anytime.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	The project will slightly improve the natural environment. Replacement equipment meet or exceeds energy star ratings and reduces City carbon foot print
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public service.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Project supports an Objective of the Strategic Plan. Service Excellence - KR3.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Market Building Window & Door Rehabilitation 25M.3

Priority Score: 27.20

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 25

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Bradey Carbert

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage	$ 15,000	$ 15,000	
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 15,000	$ 15,000	$ 0

Costs Incurred to 2024 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 30,000

Schedule:

Construction Start Date: 06/01/2025

Substantial Completion or purchase date: 09/01/2026

Funding Sources:

Tax Levy	$ 30,000
Please Select	
Please Select	
Please Select	
Please Select	

Description and Rationale:

The Market Building was rehabilitated in 2019 but did not include the original structure. The proposed project will see the phased rehabilitation of doors and windows on the original structure. The replacement program will respect the City's Heritage Guidelines in order to maintain the character of the building.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Market Building Window & Door Rehabilitation 25M.3 Priority Score: 27.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The original Market Building is limited to washrooms, administration, and living space; however, the windows and doors are for the administration and living space only.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Additional operations and maintenance work is required for the installation and removal of storm windows annually. The window replacement will remove this annual requirement and associated risks.
Legislation	Is the project required for legislative/regulatory compliance?	1	The City's Agreement with the Farmers Market requires the building to be maintained to a specific standard.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Moderate probability of failure; low consequence - the existing windows have exceeded their useful lifespan and must be replaced.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved - reduced operations and maintenance costs will result from the replacement of the windows and doors with new materials that are more energy efficient.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	2	Improved windows and doors will reduce the City's energy consumption.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	Project is not directly aligned to the strategic plan.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

General Facilities Bottle Fill Stations 25M.5

Priority Score: 19.00

Project Type:	New Asset	**Priority Level:**	Low
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	10	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Outdoor locations - TBD

Cash Flow Projection:

	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 10,000		$ 10,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 10,000	$ 0	$ 10,000

Costs Incurred to 2024 Year End $ 0

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 20,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Tax Levy	$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

At a meeting on September 28, 2017, the Operations Committee recommended that Council approve the implementation of a phased program to increase access to tap water at City facilities over 5 years, without banning the sale of bottled water at City facilities.

The bottle filling stations allow people to fill reusable bottles by motion sensor. The unit tracks the amount of plastic bottles that are saved by filling reusable containers.

Previous installations have occurred at City Hall, CN Station, Bayshore, Duncan McLellan, Harrison Park Shop, Kiwanis Soccer Complex, Transit Terminal, WTP, Harrison Park Inn, Art Gallery, Public Works and Good Cheer Accessible Washroom.

Attach Images: 25M.5.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

General Facilities Bottle Fill Stations 25M.5

Priority Score: 19.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	2,500 to 4,999.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Project is a new asset and therefore not included in an asset management plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	2	The project will slightly improve the natural environment or prevent further detriment due to reducing the use of single-use plastic bottles.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	Project will be free to access to all users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project provides no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	1	Has been mentioned in unsolicited feedback.

BBM Interior Rehabilitation

25M.11

Priority Score: 34.60

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	20	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Billy Bishop Museum

Cash Flow Projection:

	2025	2026	2027+
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 15,000	$ 15,000	$ 45,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 15,000	$ 15,000	$ 45,000

Costs Incurred to 2024 Year End

Impact on Operating Budget $ 0

Total Project Budget: $ 75,000

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or purchase date: 12/31/2029

Funding Sources:

Tax Levy	$ 75,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Billy Bishop Museum (BBM) was constructed in 1884. The interior of the BBM requires ongoing repair and maintenance. There is a partnership between the City and the BBM for the research, contracting and element details of the project. The interior repairs do not require a heritage permit, but any work that is scheduled to be complete on the exterior requires a permit. The repairs will be complete by a contractor that has a specialty in heritage preservation. Scope of work includes, but is not limited to, lead paint abatement, plaster repairs, trim restoration and preservation of other heritage features.

Attach Images: Capture.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

BBM Interior Rehabilitation 25M.11 Priority Score: 34.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	2,500 to 4,999.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result due to unsecure drywall.
Legislation	Is the project required for legislative/regulatory compliance?	3	The condition of some building features have deteriorated to the stage that they may not be compliant with the City's property standards bylaw.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	Enhancement to an existing asset.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness through cleaner surfaces.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding
Environment	Does the project address needs impacted by climate change?	1	Little of no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Will improve look of interior
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Farmers Market Public Washroom Rehabilitation

26M.9

Priority Score: 40.30

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	15	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$108,625	**Location/Coordinates:**	Market Building

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 75,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 75,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 15,000	$ 15,000	$ 15,000

Total Project Budget: $ 75,000

Schedule:

Construction Start Date: 03/01/2026

Substantial Completion or purchase date: 04/30/2026

Funding Sources:

Reserves	$ 75,000
Grant	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The renovation of the existing public washroom at the Farmer's Market Building was approved by Council in October 2025 in response to requests from the community about increased access to public washroom facilities in the downtown area.

The existing washroom has many components that are at the end of its useful life and must be replaced in order to withstand increased use.

The City will improve accessibility features including a new door into the space and will rehabilitate/replace existing walls, fixtures, and floors to create a more modern and accessible space. Staff are investigating the use of technology to maintain safe and clean access to this facility.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Farmers Market Public Washroom Rehabilitation 26M.9

Priority Score: 40.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	It is anticipating that at least 2,500 people will use this washroom annually.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries may occur at this location via staff attempting to use the existing locked, and dehabilitated washroom.
Legislation	Is the project required for legislative/regulatory compliance?	3	This will move the City closer to current accessible and public space design requirements.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of and low consequence of failure associated with the failure of existing components or assets. The facility will not be able to handle increased use without upgrade.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	0	The project will result in additional cleaning expenses as a result of the increased operating hours and usage.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	This project will be funded from unallocated capital reserve funding.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	The project increases service offerings to visitors to the downtown area.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	5	The project dramatically improves the aesthetic value of an existing asset and will include additional safety considerations than the current condition.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an Objective in the Strategic Plan.
Public Input	Has the project been identified through public engagement?	4	The project has received several formal requests from the public and the downtown business community.

Public Works Shop Radiant Heater Replacement

27M.5

Priority Score: 26.10

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	15	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$88,600	**Location/Coordinates:**	1900 20th St. E.

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 54,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 54,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 54,000

Schedule:

Construction Start Date: 07/01/2027

Substantial Completion or purchase date: 08/30/2027

Funding Sources:

Tax Levy	$ 54,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The existing radiant heating system at the Public Works storage building is scheduled for replacement. The City will be undertaking a heater replacement program at multiple facilities with the intent that new equipment will reduce annual energy consumption and costs, while providing similar or improved output for facility users.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Public Works Shop Radiant Heater Replacement 27M.5

Priority Score: 26.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The radiant heating system supports the staff that utilize the storage bays of the PW work shop.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There are no health and safety issues at this time.
Legislation	Is the project required for legislative/regulatory compliance?	1	There are no known legislative/regulatory compliance requirements associated with the replacement of the equipment
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure with a low consequence of failure with the assumption that equipment is readily available.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight improvement on operational efficiency through reduced energy consumption. This will be confirmed once the proper equipment has been selected.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for a grant once the annual consumption and proposed equipment has been confirmed.
Environment	Does the project address needs impacted by climate change?	2	There will be a slight improvement to the environment through the potential change from fossil fuel powered equipment to cleaner sources.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services through ensuring that an adequate facility portfolio is maintained in order to deliver services out of them.
Public Input	Has the project been identified through public engagement?	0	This project has not been identified through public feedback.

Bunker Gear Replacement

25U.4

Priority Score: 61.80

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Fire
Estimated Useful Life (years):	10	**Staff Contact:**	Phil Eagleson
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Fire Hall

Cash Flow Projection:	2025	2026	2027 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	$ 30,000	$ 42,000	$ 75,000
Equipment/Misc			
Contingency			
Total	$ 30,000	$ 42,000	$ 75,000

Costs Incurred to 2024 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 147,000

Schedule:

Construction Start Date:	01/01/2025
Substantial Completion or purchase date:	12/31/2028

Funding Sources:

Reserves	$ 147,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting requires replacing PPE assets every ten years or as needed.

This is a multi-year, recurring annual project (every year replacement of Bunker Gear is required).

This detail sheet covers a period of 2025 - 2028.

2025 - Assets requiring replacement include:
4 x bunker gear replacements
3 x replacement boots

2026 - Assets requiring replacement include:
4 x bunker gear replacements
3 x replacement boots

2027 - Assets requiring replacement include:
5 x bunker gear replacements
6 x helmet replacements
3 x boots replacement
24 x balaclava replacement
24 x gloves replacement

2028 - Assets requiring replacement include:
4 x bunker gear replacements
5 x replacement boots
2 x balaclava replacement
2 x glove replacement

25 year - PPE replacement schedule has recently been created. This document will forecast future replacement needs.

Attach Images: PPE.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Bunker Gear Replacement 25U.4 Priority Score: 61.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	26 Suppression Firefighters & 5 support personnel
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	The highest priority is that we provide adequate and appropriate PPE to protect our Firefighters.
Legislation	Is the project required for legislative/regulatory compliance?	5	NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting. PPE replacement is required every 10 years, or sooner based on condition.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	Failure of Asset can result in critical injury.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Replacement of the asset increases reliability of operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Funded through reserves (Bunker Gear Reserve)
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	Scheduled replacement of the pooled asset includes funding for future PPE replacement of diversity recruitment opportunities.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	Replacement of equipment with newer, more modern equipment will greatly improve aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports Core service delivery.
Public Input	Has the project been identified through public engagement?	0	No Public Engagement process

Small Equipment, Tools and Supplies - Pooled Assets 25U.5

Priority Score: 42.40

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Fire
Estimated Useful Life (years):	1 yr (supplies) - 15 yrs (equipment)	**Staff Contact:**	Phil Eagleson
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Fire Hall

Cash Flow Projection:

	2025	2026	2027+
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 5,300	$ 5,400	$ 11,100
Contingency			
Total	$ 5,300	$ 5,400	$ 11,100

Costs Incurred to 2024 Year End

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 21,800

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

Tax Levy	$ 21,800
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This is a multi-year, recurring annual project.

Pooled capital assets of tools, equipment, supplies and consumables.

Example: Medical supplies. (One use - Disposable)

This detail sheet covers a period of 2025 - 2028.

Note:
Consider reallocating project funding to the operating budget on an annual basis.

Attach Images: Equipment.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Small Equipment, Tools and Supplies - Pooled Assets	25U.5	Priority Score:	42.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Fire Staff will be directly impacted
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Medical Supplies and Equipment needs to be kept up to date for safety reasons
Legislation	Is the project required for legislative/regulatory compliance?	3	Legislation requires equipment is in safe and usable condition
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	Not covered by AM plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Newer equipment will be easier and safer to use.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Newer equipment will look better
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports Core Service Delivery - "Safe City"
Public Input	Has the project been identified through public engagement?	0	N/A

Fire Station Renovation and Expansion 27U.6

Priority Score: 48.20

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Other
Estimated Useful Life (years):	25	**Staff Contact:**	Manager of Community Developmen
Future Replacement Cost:	$30,000,000	**Location/Coordinates:**	City of Owen Sound

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 1,202,520	$ 3,607,560	
Materials			
Equipment/Misc			
Contingency			
Total	$ 1,202,520	$ 3,607,560	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget $ 0

Total Project Budget: $ 4,810,080

Schedule:

Construction Start Date: 08/01/2027

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

Debenture	$ 4,810,080
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Owen Sound Fire Station was constructed in 1973 and is home to the City's fire apparatus, suppression operations, and administrative functions. The 2023 Building Condition Assessment report identified needs of $2,473,446 over the next five years.

Concerns raised by current and previous fire staff include inadequate bunker gear and equipment storage, lack of gender-neutral or female-only change rooms, washrooms and dormitory space, no decontamination space, and insufficient training space. These concerns include aged mechanical and electrical infrastructure, building envelope deterioration and lack of insulation, and no accessible customer service area.

Whiteline Architects Inc. has provided the City with a Pre-design Study that recommends a renovation of approximately 30% of the existing 11,662 ft2 facility to address end-of-life building components and to meet current design, diversity, equity, and inclusion standards or best practices. The recommended option also includes the addition of approximately 4,000 ft2 to address the need for additional apparatus and equipment storage and decontamination space, as well as to allow for adequate training space, addressing the concerns raised by fire staff.

The project will be completed in 2028 and will require debt financing over a period of 10 years in order to secure the required funding.

Attach Images:

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Fire Station Renovation and Expansion 27U.6

Priority Score: 48.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	While the service is provided to all City residents and neighbouring municipalities through mutual aid, the project will directly impact the fire staff only.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Injuries requiring medical attention may result if the project does not proceed. This is mainly related to the failing building components and lack of decontamination.
Legislation	Is the project required for legislative/regulatory compliance?	2	There is no immediate requirement, but legislation is though to be pending. This is mainly related to enhanced requirements for decontamination measures that need to be added to the facility.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	There is a high probability of failure and high consequence of failure of the building's mechanical and electrical components. There is no redundancies in place for these items.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved as a result of this project, particularly around improved operations on the apparatus floor, adequate work space, and improved training space.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for grant funding once the final design has been completed.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	5	The project establishes a new effort to celebrate diversity and inclusion by implementing improved dormitory and change rooms into the facility.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The project addresses a failing aesthetic value and provides for an improvements, especially for the window replacements on the south side of the building. The building envelope improvements will match neighbouring properties.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	3	The project has received documented multiple supports through unsolicited (informal) feedback.

Computer Capital - Mobile Tech/Staff Cell Phones

26A.1

Priority Score: 33.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	3 to 5 Years	**Staff Contact:**	Mark Giberson
Future Replacement Cost:	$46000 in 2030 and 58000 in 3031	**Location/Coordinates:**	Not Location Specific

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 42,400	$ 51,800	
Contingency			
Total	$ 42,400	$ 51,800	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 3,000	$ 6,000	$ 0

Total Project Budget: $ 94,200

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Reserves	$ 94,200
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project provides for the replacement and purchase of smart phones, cell phones, and other mobile devices in support of Project 2b3 – Mobile Devices Policy (AF014). It includes both the regular replacement of existing hardware in accordance with the City's standard life-cycle and the addition of new devices required to expand access for staff whose roles now include mobile connectivity.

The Mobile Devices Policy identifies that employees whose positions require them to supervise or manage other employees, be on call, work alone, or work off-site regularly must have access to reliable mobile technology for City business. Expanding the number of available devices ensures that staff have the tools required to perform their duties safely, efficiently, and in compliance with corporate policies.

Mobile technology allows field and operations staff in divisions such as Public Works, Parks, and Water/Wastewater to access corporate systems, complete work tasks, communicate in real time, and receive important updates. It also supports the City's transition to cloud-based systems, including the Work Order and Human Resources Information Systems, by enabling direct data entry from the field and reducing duplication and administrative delays.

From a health and safety standpoint, mobile devices provide critical communication and emergency contact capabilities for employees working alone or in remote locations, helping to reduce risk and improve response times.

Regular replacement and expansion of the mobile fleet helps avoid unplanned repair costs, service delays, and productivity losses caused by hardware failure. Repairs are often time-consuming and costly, and in many cases approach the cost of replacement. Maintaining a planned replacement cycle minimizes downtime, ensures reliable communication, and avoids the higher costs associated with emergency replacements or repeated repairs.

Expands access to mobile technology across all departments, supports operational efficiency, enhances communication, and strengthens health and safety for field and on-call workers. Ensures that reliable, modern equipment is available to support service delivery and maintain effective, real-time communication in all work environments.

A five-year replacement cycle, consistent with corporate hardware management practices and manufacturer support timelines.
Planned replacement and strategic deployment of mobile devices reduce the need for emergency repairs and unplanned hardware purchases. Proactive llife-cycle management prevents service interruptions and minimizes downtime caused by equipment failure. In addition to direct cost savings, operational efficiencies are achieved through improved field communication, faster data entry into cloud-based systems, and reduced administrative handling of paper-based processes. These efficiencies collectively support better resource allocation, timely decision-making, and more effective service delivery across all departments.

Attach Images:

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Computer Capital - Mobile Tech/Staff Cell Phones	26A.1	Priority Score:	33.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Affects all Staff, Council and the ability to deliver services to the public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	high probability of failure; moderate consequence
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational Efficiencies will be achieved
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded through reserves
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not is not visible)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery - Service excellence
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Computer Capital - New Council Equipment (Councilor/Mayor Ipad/Computer)

26A.2

Priority Score: 33.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	3 to 5 Years	**Staff Contact:**	Mark Giberson
Future Replacement Cost:	$32000 in 2030	**Location/Coordinates:**	Not Location Specific

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 28,900		
Contingency			
Total	$ 28,900	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 28,900

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Reserves	$ 28,900
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Replacement of hardware for new Council for meeting management, agendas and communication. Based on a standard replacement cycle ensuring staff and Council have reliable hardware for the delivery of services.

Hardware has higher incident of failure due to their constant use, repairs are both time consuming, impacting staff ability to deliver services and to effectively communicate. Also repair cost are often equivalent to replacement costs.

Attach Images:

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Computer Capital - New Council Equipment (Councilor/Mayor Ipad/Computer)	26A.2	Priority Score:	33.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Affects all Staff, Council and the ability to deliver services to the public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	high probability of failure; moderate consequence
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational Efficiencies will be achieved
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded through reserves
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not is not visible)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery - Service excellence
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Network Infrastructure

26A.3

Priority Score: 31.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	3 to 7 Years	**Staff Contact:**	Mark Giberson
Future Replacement Cost:	$53,000	**Location/Coordinates:**	City Hall, WWTP, PW

Cash Flow Projection:

	2026	2027	2028
Studies	$ 67,000		
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 67,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 67,000

Schedule:

Construction Start Date:	01/01/2026
Substantial Completion or purchase date:	12/31/2026

Funding Sources:

Reserves	$ 67,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Replacement based on a standardized predicable cycle for IT equipment. Equipment will be end of life and or unsupported and necessary for day to day data services to be delivered to staff.

Replacement of redundant firewalls at City Hall and uninterrupted power supplies.

Failure to replace may inhibit IT staff ability to ensure safe, secure delivery of services and result in loss in staff productivity, directly affecting customer facing services.

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Network Infrastructure 26A.3 Priority Score: 31.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	<1000
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	moderate probability of failure; low consequence
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness based on improvement in performance of new equipment
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded through reserves
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Project supports an objective of the Strategic Plan KR-3 Service excellence
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Software Transformation - BeyondShare 26A.7

Priority Score: 44.50

Project Type: Enhancement
Growth Related?: No
Estimated Useful Life (years): 10-20 Years

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Kim Sowerby

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 53,500	$ 32,500	
Contingency			
Total	$ 53,500	$ 32,500	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 86,000

Schedule:

Construction Start Date: 01/30/2026

Substantial Completion or purchase date: 05/31/2027

Funding Sources:

Reserves	$ 86,000
Please Select	
Please Select	
Please Select	
Please Select	

Description and Rationale:

The City of Owen Sound will deliver a two-year Information Management improvement program to fix long-standing challenges found in the Current State Assessment & M365 Optimization Roadmap. Staff currently save files in many different places, use tools inconsistently, and lack clear rules for storing and managing information. This causes delays, extra work, confusion, and difficulty meeting legal records requirements.

The BeyondShare project modernizes how staff create, save, organize, and find information using Microsoft 365 technology the City already owns. This work will improve service delivery, reduce manual tasks, and lower long-term costs.

The project is broken into two parts:
Year 1 - Building Foundations and Helping Staff: this phase focuses on training staff, creating clear information rules, and making contract and bylaw processes faster and easier.
Year 2 - Improving Records and Organizing Information: this phase strengthens how records are managed and cleans up information so it is easier to find and use.

This project will help the City work better by fixing long-standing problems with how information is saved, shared, and managed. Staff will be able to find information faster, follow clear rules, and rely less on IT for everyday tasks. The City will improve its record-keeping, reduce risks with FOI and privacy, and replace an old system that currently costs about $45,500 each year. Cleaning up and organizing files will reduce confusion and make work easier for everyone. These changes will also help staff serve the public more quickly and accurately, while preparing the City for future digital improvements.

Attach Images:

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Software Transformation - BeyondShare 26A.7 Priority Score: 44.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Direct impact will be City staff from various departments; however, this project will also affect delivery of all it services to staff and Citizens (>10,000 people indirectly impacted)
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No Impact on Health an Safety
Legislation	Is the project required for legislative/regulatory compliance?	3	Completion will gain full legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset in order to generate operational improvements.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both Staff time and cost savings will be achieved as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Service Excellence - KR3 Supports an objective of the Strategic Plan
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Software Transformation - HRIS 27A.7

Priority Score: 44.50

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 7-10 Years

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Mark Giberson

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 163,680	$ 84,320	
Contingency			
Total	$ 163,680	$ 84,320	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 55,000	$ 0

Total Project Budget: $ 248,000

Schedule:

Construction Start Date: 01/30/2027

Substantial Completion or purchase date: 05/31/2028

Funding Sources:

Reserves	$ 148,000
Tax Levy	$ 100,000
Please Select	
Please Select	
Please Select	

Description and Rationale:

In 2022 the City undertook an IT Needs Assessment, based on strategic and legislative requirements, which facilitated an extensive review of the City's core systems. The goals of the project were to identify which systems meet current and future needs as well as to enhance the City's ability to deliver critical services, improve service delivery, enhance efficiencies, and provide a higher level of integration between platforms. As part of the final report, a long-term solution architecture for the City was developed prioritizing which systems need to be replaced in which order.

Implement a new Human Resource Information System (HRIS) to have efficient and accurate human resource management, to significantly enhance productivity and employee satisfaction through the use of better analytics, self-serve functionality for employees. Allow the City and it employees to stay compliant with labor laws, regulations, and company policies.

Partial project funding will come from the IT Reserve that was developed as part of the 2022 IT Strategy.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Software Transformation - HRIS 27A.7 Priority Score: 44.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Direct impact will be City staff from various departments; however, this project will also affect delivery of all it services to staff and Citizens (>10,000 people indirectly impacted)
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No Impact on Health an Safety
Legislation	Is the project required for legislative/regulatory compliance?	3	Completion will gain full legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset in order to generate operational improvements.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both Staff time and cost savings will be achieved as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Service Excellence - KR3 Supports an objective of the Strategic Plan
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Fire Record Management System 26A.5

Priority Score: 44.50

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 10-15 Years

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Mark Giberson

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 45,000		
Contingency			
Total	$ 45,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 26,000	$ 26,000	$ 26,000

Total Project Budget: $ 45,000

Schedule:

Construction Start Date: 01/30/2026

Substantial Completion or purchase date: 05/31/2027

Funding Sources:

Reserves	$ 45,000
Please Select	
Please Select	
Please Select	
Please Select	

Description and Rationale:

In 2022 the City undertook an IT Needs Assessment, based on strategic and legislative requirements, which facilitated an extensive review of the City's core systems. The goals of the project were to identify which systems meet current and future needs as well as to enhance the City's ability to deliver critical services, improve service delivery, enhance efficiencies, and provide a higher level of integration between platforms. As part of the final report, a long-term solution architecture for the City was developed prioritizing which systems need to be replaced in which order.

Implement a consolidated Fire Record management system to improve efficiencies in field and integration into HRIS/Payroll systems. Replacement system would:

1. A consolidated system ensures that all data is stored in one place, reducing the risk of discrepancies and errors. This leading to more accurate and consistent records, which are crucial for effective decision-making and reporting.

2. With a single system, Owen Sound Fire and Emergency Services can streamline their workflows and reduce the time spent on data entry and management. This improves overall efficiency and allows personnel to focus more on their core responsibilities.

3. Meet current regulatory requirements and standards through the use of more robust reporting capabilities.

4. Integrate seamlessly with other essential tools like CAD (Computer-Aided Dispatch) and mobile notification applications.

5. Simplified Training and Support. Training personnel on one system is simpler and more effective than managing multiple system.

Project funding will come from the IT Reserve that was developed as part of the 2022 IT Strategy.

Attach Images: CityHall.jpg

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Fire Record Management System 26A.5 Priority Score: 44.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Direct impact will be City staff from various departments; however, this project will also affect delivery of all it services to staff and Citizens (>10,000 people indirectly impacted)
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No Impact on Health an Safety
Legislation	Is the project required for legislative/regulatory compliance?	3	Completion will gain full legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset in order to generate operational improvements.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both Staff time and cost savings will be achieved as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Service Excellence - KR3 Supports an objective of the Strategic Plan
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Software Transformation - ERP

26A.6

Priority Score: 44.50

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 10-20 Years

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Mark Giberson

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 50,000	$ 110,000	$ 610,000
Contingency			
Total	$ 50,000	$ 110,000	$ 610,000

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 770,000

Schedule:

Construction Start Date: 01/30/2026

Substantial Completion or purchase date: 05/31/2027

Funding Sources:

Reserves	$ 770,000
Please Select	
Please Select	
Please Select	
Please Select	

Description and Rationale:

In 2022 the City undertook an IT Needs Assessment, based on strategic and legislative requirements, which facilitated an extensive review of the City's core systems. The goals of the project were to identify which systems meet current and future needs as well as to enhance the City's ability to deliver critical services, improve service delivery, enhance efficiencies, and provide a higher level of integration between platforms. As part of the final report, a long-term solution architecture for the City was developed prioritizing which systems need to be replaced in which order.

In late 2024 Our ERP vendor announced that the product was going end of life and will not longer be supported by 2030. Current system is the core , that supports not only finance application such as accounts Payable, Accounts receivable, but also property taxes and utility billing. Implementing a new Municipal ERP (Finance) system can significantly enhance productivity, integrations and unlock opportunities for innovation from leveraging modern tools like cloud based platforms, automation and AI-driven analytics. Modern ERP systems offer enhanced features, better user interfaces, and improved performance. This can streamline operations, reduce manual processes, and increase overall efficiency.

Project funding will come from the IT Reserve that was developed as part of the 2022 IT Strategy.

Attach Images: CityHall.jpg

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Software Transformation - ERP 26A.6 Priority Score: 44.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Direct impact will be City staff from various departments; however, this project will also affect delivery of all it services to staff and Citizens (>10,000 people indirectly impacted)
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No Impact on Health an Safety
Legislation	Is the project required for legislative/regulatory compliance?	3	Completion will gain full legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset in order to generate operational improvements.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both Staff time and cost savings will be achieved as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Service Excellence - KR3 Supports an objective of the Strategic Plan
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Digital Message Signs (JMRRC & Bayshore) 28B.1

Priority Score: 50.70

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	City Manager
Estimated Useful Life (years):	20	**Staff Contact:**	Michelle Palmer/ Ryan Gowan
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	JMRRC/ Bayshore

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 75,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 75,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 75,000

Schedule:

Construction Start Date:	01/01/2028
Substantial Completion or purchase date:	12/31/2028

Funding Sources:

Donations	$ 75,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

There are currently outdoor message signs at the Harry Lumley Bayshore and the Julie McArthur Regional Recreation Complex (JMRRC).

The outdoor sign at the Bayshore currently uses manual changeable lettering. The outdoor sign at the JMRRC is an electronic message board with outdated technology which experiences frequent failures. This has led to not being able to utilize the sign for extended periods of time.
For both screens, the structure of the signs is still operational and can remain with just the screen area being replaced.

Replacement of the screens to digital LED displays would enhance the options that the City has to communicate with the community and would enable increased flexibility in the content which can be shared. An exclusive advantage of digital outdoor signage is that the City can update them in real-time. Digital outdoor displays are much more dynamic, eye-catching, and visible and catches the attention of more people compared to traditional forms of advertising.

This project will be reliant on finding a sponsor (or multiple sponsors) to cover the complete cost.

Attach Images:

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Digital Message Signs (JMRRC & Bayshore) 28B.1

Priority Score: 50.70

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	The traffic on 10th Street
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Currently staff have to manually change the lettering on the sign at the Bayshore in all types of weather. By eliminating this manual work, we may be able to reduce potential injuries.
Legislation	Is the project required for legislative/regulatory compliance?	0	N/A
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The sign at the JMRRC has failed repeatedly.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	By being able to update the signage at both locations through one central location, the messages can be updated in real-time without having to access the site
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	Project will not proceed without 100% sponsorship
Environment	Does the project address needs impacted by climate change?	1	No impact to the environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Maintains and enhance communication at facilities
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The current emd sign at the JMRRC is non-operational and can not show signage; the interchangeable letters at the Bayshore are aged
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	Service Excellence - KR2 Enhance our information, technology and digital capabilities to allow residents, businesses and visitors to interact with the City where, when and how they choose
Public Input	Has the project been identified through public engagement?	1	The community has anecdotally complained about the lack of a working digital sign outside the JMRRC

Citizen Satisfaction Survey 2025

26B.2

Priority Score: 37.50

Project Type: Consulting
Growth Related?: No
Estimated Useful Life (years): 3

Priority Level: Moderate
Department: City Manager
Staff Contact: Michelle Palmer

Cash Flow Projection:	2026	2027	2028
Studies	$ 25,000		
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 25,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 25,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 08/31/2026

Funding Sources:

Tax Levy	$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City values the feedback and opinions of its residents. Public engagement through statistically significant surveys and focus groups offers an opportunity to hear from citizens and stakeholders about their top-of-mind issues of concern and satisfaction with City services and builds stronger relationships with the public.

Conducting citizen satisfaction surveys is also an effective way to examine the City's performance in comparison to the national norm and see how Owen Sound's service offerings and delivery measures up to other municipalities.

The initial statistically relevant survey was completed in the Summer of 2021. By re-surveying in 2026, it will enable the City to assess changes in satisfaction with services and importance of services. These surveys are intended to be completed on a regular cycle to enhance the use as a measurement tool. The next survey is planned for 2028.

Attach Images: Citizen Satisfaction Survey.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Citizen Satisfaction Survey 2025 26B.2 Priority Score: 37.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Surveys are an important source of statistically valid, reliable and relevant feedback from citizens. To be statistically relevant requires 400 respondents/individuals.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Project is not included in an asset management plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Conducting citizen satisfaction surveys is also an effective way to examine the City's performance in comparison to the national norm and see how Owen Sound's service offerings and delivery measures up to other municipalities. Public input is a key driver for decision-making, and informs policy decisions, budgetary spending and continuous improvement.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	The project ensures that voices of engagement are inclusive as it is a statistically relevant survey representative of City demographics.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	Identified action for KR2- Service Excellence - enhance our information, technology and digital capabilities to allow residents, business, and visitors to interact with the City where, when and how they choose
Public Input	Has the project been identified through public engagement?	5	The City engages with citizens in a variety of methods on various projects, and undertook a statistically reliable citizen satisfaction survey in 2021.

Employee Development and Performance Tool 27B.4

Priority Score: 34.50

Project Type:	Enhancement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	5	**Staff Contact:**	Human Resources Manager
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	N/A

Cash Flow Projection:

	2027	2028	2029
Studies	$ 25,000		
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 25,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 25,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Tax Levy	$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Employee Development and Performance Management is the continuous process of improving employees' performance by setting individual and team goals which are aligned to the strategic goals of the organization, planning performance to achieve the goals, reviewing and assessing processing, and developing the knowledge, skills, and abilities of employees. A key point is that performance management and development is a continuous process - not a once a year activity.

By having a tool that allows senior leaders, managers, supervisors and employees to collaborate and set smart goals and objectives, identify learning opportunities, and continuously monitor progress, we will ensure that this is an ongoing conversation.

Attach Images:

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Employee Development and Performance Tool 27B.4

Priority Score: 34.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Ensure employee performance and development initiatives occur.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Project is not included in an asset management plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Ensure staff are developed to continue to grow with the City, and transition into alternate roles within the City.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	5	Establishes a new effort to celebrate Diversity and Inclusion by ensuring diversity, equity and inclusion for performance management and development of staff throughout the City.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	5	KR3 - Part of the overall HR Strategy for the City.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

OS Police Station Boiler System Valve Replacements

26J.1

Priority Score: **25.70**

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$167,500	**Location/Coordinates:**	922 2nd Ave. W.

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 90,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 90,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 90,000

Schedule:

Construction Start Date:	01/01/2026
Substantial Completion or purchase date:	12/31/2026

Funding Sources:

Tax Levy	$ 90,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The facility's boiler system was replaced during the 2007/08 renovation. Some valves have already been replaced and it is anticipated that the rest will fail within the 15-20 year range. This is also based on reported conditions of dirty water in the system, which has allowed for debris to deteriorate the valves.

It is proposed that the valves be replaced with two-way controls alongside variable speed pumping in the boiler system. This will reduce pump energy consumption.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

OS Police Station Boiler System Valve Replacements	26J.1	Priority Score:	25.70

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The majority of the Police Station is not accessible to the public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety unless their is a failure of HVAC equipment.
Legislation	Is the project required for legislative/regulatory compliance?	1	There are no known legislative/regulatory requirements associated with this project at this time.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is moderate probability of failure based on the equipment age, however the consequence is low as localized areas of the facility will be impacted and there is a general availability of replacement equipment.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight improvement on operational efficiency through updated technology and reduced maintenance costs.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for a grant if it is combined with other boiler system equipment replacement. This will be confirmed after design has been completed.
Environment	Does the project address needs impacted by climate change?	3	It is anticipated that there will be moderate reductions in energy consumption.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value as it is located within the facility.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services by ensuring that an adequate facility portfolio is available to deliver services out of.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by members of the public.

OSPS HVAC Rebalancing

26J.2

Priority Score: 35.10

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$83,750	**Location/Coordinates:**	922 2nd Ave. W.

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering	$ 25,000		
Communication / Signage			
Construction / Contractor		$ 40,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 25,000	$ 40,000	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 65,000

Schedule:

Construction Start Date:	01/01/2026
Substantial Completion or purchase date:	10/31/2027

Funding Sources:

Tax Levy	$ 65,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Police Station building was originally built in the 1970s and functioned for many years as an office building prior to being purchased by the City and converted to a Police Station. The last major renovations at the Police Station were conducted in 2007 and 2008 and saw significant work within the existing facility, as well as an addition.

The Maintenance Contractor for the building expressed a concern that the system is out of balance. This can result in very poor airflow to some areas of the building, and too much airflow to other areas of the building. He also noted that through his maintenance contract he has come across capped ducts that have had the caps fall off, resulting in excess airflow to ceiling plenum.

A properly balanced system is critical to the correct operation of VAV systems. As such, it is recommended that a full rebalance of the existing air systems be completed. A rebalance of the system will also identified any failed airflow or pressure sensors in the system that may need replacement to optimize the energy efficiency and performance of the system.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

OSPS HVAC Rebalancing 26J.2 Priority Score: 35.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Police staff are the only users affected by this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	The system is operational abut needs to be rebalanced to ensure proper utilization of HVAC equipment.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	The rebalancing is an enhancement to the existing system to accommodate the other various equipment replacement projects.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both staff time and cost savings will be achieved as result of the project by resolving many of the various issues identified by the facility's maintenance contractor.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for rebate.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value as it is located inside the existing penthouse or within the ceiling spaces of the facility.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services by ensuring that an adequate facility portfolio is available to deliver services out of.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

OSPS Washroom Upgrades

26J.3

Priority Score: 32.40

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	164,000	**Location/Coordinates:**	922 2nd Ave. W.

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 100,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 100,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 100,000

Schedule:

Construction Start Date:	03/01/2026
Substantial Completion or purchase date:	04/30/2026

Funding Sources:

Reserves	$ 100,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The rehabilitation of the staff washrooms of the Police Station was identified in the 2023 building condition assessment due to fixtures and components that had exceeded their recommended useful life. The washrooms were not included in previous building upgrades.

The renovated washrooms will need to be renovated to current building code requirements, including new walls, floors, partitions and fixtures.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

OSPS Washroom Upgrades 26J.3 Priority Score: 32.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The washrooms are located in a restricted area of the facility and are used by Police Services staff only.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed due to deteriorated flooring and the potential for the development of trip hazards.
Legislation	Is the project required for legislative/regulatory compliance?	3	The project will movethe organization closer to meeting legislated requirements as upgrades will need to be in accordance with current building code standards.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure of the various components or fixtures. The consequence is low due to redundancy in the facility for a short period of time.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	This project is funded through unallocated funds within the capital reserve.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure. The washrooms were not rehabilited in previous facility renovations
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery through ensuring operational buildings to support operations.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Animal Control Shelter Reception Area / Storage Upgrades

27K.2

Priority Score: 36.50

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$52,300	**Location/Coordinates:**	Animal Control Shelter

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 25,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 25,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 25,000

Schedule:

Construction Start Date:	02/01/2027
Substantial Completion or purchase date:	03/31/2027

Funding Sources:

Reserves	$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The current reception/greeting area is a combination space used to house cats, store feed supplies, and has office space. It is a very hectic congested space. It is recommended that a portion of the storage garage be re-constructed to have a more welcoming space for guests/potential adopters to view and meet animals at the shelter.

The project will be funded from the animal control shelter building reserve.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Animal Control Shelter Reception Area / Storage Upgrades	27K.2	Priority Score:	36.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	0	Residents/facility users are prohibited from entering this area. This area is only used by the City's animal control contractor.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	The current operations are condensed into a smaller area, creating potential trip hazards. The upgrade of some of the storage space will reduce this potential.
Legislation	Is the project required for legislative/regulatory compliance?	2	The improvement of overall operational space will ensure compliance with applicable standards.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	The consequence of failure of the entire asset is low and will be contained to limited areas. The probability of failure is moderate due to the ongoing use of the facility.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	The City's animal control contractor is currently working within current space limitations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	This project is funded through reserves, particularly those reserves that have been funded by donations to the facility.
Environment	Does the project address needs impacted by climate change?	1	The work is contained within the building and will have little to no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	The project will improve access for facility patrons.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The additional of an upgraded reception area will allow for a more focused initial greeting for animals and potential owners.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Th project supports the core delivery of services.
Public Input	Has the project been identified through public engagement?	1	An improved reception space has been mentioned by facility users.

Billy Bishop Museum HVAC Replacement

28M.3

Priority Score: 29.10

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	15	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$46,750	**Location/Coordinates:**	Billy Bishop Museum - 948 3rd Ave W

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 30,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 30,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 30,000

Schedule:

Construction Start Date:	09/01/2028
Substantial Completion or purchase date:	10/31/2028

Funding Sources:

Tax Levy	$ 30,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Billy Bishop Museum HVAC system consists of 2 forced air furnaces to cover all four levels of the building. The furnace located in the attic of the facility will be at the end of its useful life and will require replacement.

The existing building is true to its original construction and requires both units to be functioning in order to maintain the necessary climate for the museum's artifacts and to maintain integrity of the building.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Billy Bishop Museum HVAC Replacement 28M.3

Priority Score: 29.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The HVAC system is primarily used to maintain an adequate climate for the facility. The direct impact on the number of users is minimal
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirements for this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is moderate probability of failure of the existing unit, which carries a low consequence of a replacement unit can be installed in a quick manner.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved with a newer unit that is more energy efficient.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for a rebate depending on consumption history and the type of unit being proposed for purchase.
Environment	Does the project address needs impacted by climate change?	2	The project will have a moderate impact on the environment through the reduction in energy consumption.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have minimal impact on users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project will have no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of key services by ensuring important HVAC equipment.
Public Input	Has the project been identified through public engagement?	0	Public input has not been received for this project.

CN Station AC Units Replacement 26M.3

Priority Score: 33.30

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	15	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$10,905	**Location/Coordinates:**	115 1st Ave. W.

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 7,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 7,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 7,000

Schedule:

Construction Start Date:	03/01/2026
Substantial Completion or purchase date:	03/30/2026

Funding Sources:

Tax Levy	$ 7,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The CN Station is home to both the City's tourism operations and the Waterfront Heritage Museum.

Improvements to the heating equipment in the facility have been completed in recent years, but there has been no investment in the cooling equipment.

Staff are recommending the replacement of the existing window air conditions with a ductless system.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

CN Station AC Units Replacement 26M.3

Priority Score: 33.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	While there are a significant number of visitors to the site, the benefit of replacing the air conditioning system will be around the maintenance of air quality in the facility.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Maintenance of air quality and the reduced potential for mould will maintain the overall health and safety requirements for the facility.
Legislation	Is the project required for legislative/regulatory compliance?	1	There are no known legislative/regulatory requirements associated with the buildings heating and cooling equipment.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure of the existing equipment with a low consequence based on the availability of equipment in the marketplace.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved with the replacement of the existing window air conditioners. The savings cannot be measured until the final determination of the number of heads required has been confirmed.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for a rebate once the necessary equipment has been selected and the annual consumption information has been confirmed.
Environment	Does the project address needs impacted by climate change?	1	there will be minimal impact on the environment based on the annual operating hours and size of the building.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains the air quality in an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The removal of the existing window air conditioners will allow for the reinstatement of the aesthetics of the building.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services by ensuring adequate air quality of the facility.
Public Input	Has the project been identified through public engagement?	0	The need for the project has not been identified by the public.

Billy Bishop Museum Accessibility Upgrades

27M.2

Priority Score: 31.60

Project Type:	Enhancement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	10-50 years	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$50,000	**Location/Coordinates:**	948 3rd Ave. W.

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 50,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 50,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 50,000

Schedule:

Construction Start Date: 02/01/2027

Substantial Completion or purchase date: 05/01/2027

Funding Sources:

Tax Levy	$ 50,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Bill Bishop Museum was constructed in 1884 and is considered a National Historic Site of Canada. The ongoing maintenance and rehabilitation of the building strives to maintain the heritage look while making the site site accessible to visitors. This has proven to be a challenge in the past with previous work being "shoe-horned" into existing spaces.

The proposed project will aim to improve on-site accessible parking and access throughout the main floor of the building.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Billy Bishop Museum Accessibility Upgrades 27M.2

Priority Score: 31.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	The facility receives between 2,500 and 4,999 visitors annually.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	There are threshold and inadequate turning radius which can restrict movement of accessible devices, leading to potential accidents.
Legislation	Is the project required for legislative/regulatory compliance?	3	Although these features are not triggered until a building permit has been obtained, the proposed work will move the facility towards current OBC standards.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	Enhancement to an existing asset.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for accessibility grant funding but will not be confirmed until closer to the time.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	This project will build on previous accessibility improvements at this facility.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	0	The project may have a negative impact on the aesthetic value from a heritage standpoint due to the addition of asphalt or replacement of building features.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	Project is not directly aligned to the strategic plan.
Public Input	Has the project been identified through public engagement?	2	The need for improved accessibility has been noted through informal feedback.

Fire Station Renovation and Expansion 26U.1

Priority Score: 48.20

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Other
Estimated Useful Life (years):	25	**Staff Contact:**	Manager of Community Developmen
Future Replacement Cost:	$30,000,000	**Location/Coordinates:**	City of Owen Sound

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 5,400,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 5,400,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 677,16(

Total Project Budget: $ 5,400,000

Schedule:

Construction Start Date:	08/01/2026
Substantial Completion or purchase date:	12/31/2027

Funding Sources:

Debenture	$ 5,400,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Owen Sound Fire Station was constructed in 1973 and is home to the City's fire apparatus, suppression operations, and administrative functions. The 2023 Building Condition Assessment report identified needs of $2,473,446 over the next five years.

Concerns raised by current and previous fire staff include inadequate bunker gear and equipment storage, lack of gender-neutral or female-only change rooms, washrooms and dormitory space, no decontamination space, and insufficient training space. These concerns include aged mechanical and electrical infrastructure, building envelope deterioration and lack of insulation, and no accessible customer service area.

Whiteline Architects Inc. has provided the City with a Pre-design Study that recommends a renovation of approximately 30% of the existing 11,662 ft2 facility to address end-of-life building components and to meet current design, diversity, equity, and inclusion standards or best practices. The recommended option also includes the addition of approximately 4,000 ft2 to address the need for additional apparatus and equipment storage and decontamination space, as well as to allow for adequate training space, addressing the concerns raised by fire staff.

The project will be completed in spring 2027 and will require debt financing over a period of 10 years in order to secure the required funding.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Fire Station Renovation and Expansion 26U.1

Priority Score: 48.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	While the service is provided to all City residents and neighbouring municipalities through mutual aid, the project will directly impact the fire staff only.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Injuries requiring medical attention may result if the project does not proceed. This is mainly related to the failing building components and lack of decontamination.
Legislation	Is the project required for legislative/regulatory compliance?	2	There is no immediate requirement, but legislation is though to be pending. This is mainly related to enhanced requirements for decontamination measures that need to be added to the facility.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	There is a high probability of failure and high consequence of failure of the building's mechanical and electrical components. There is no redundancies in place for these items.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved as a result of this project, particularly around improved operations on the apparatus floor, adequate work space, and improved training space.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for grant funding once the final design has been completed.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	5	The project establishes a new effort to celebrate diversity and inclusion by implementing improved dormitory and change rooms into the facility.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The project addresses a failing aesthetic value and provides for an improvements, especially for the window replacements on the south side of the building. The building envelope improvements will match neighbouring properties.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	3	The project has received documented multiple supports through unsolicited (informal) feedback.

Water Rescue - Ice Commander Suits (x6 units) 26U.4

Priority Score: 60.80

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Fire
Estimated Useful Life (years):	15 Years	**Staff Contact:**	Phil Eagleson
Future Replacement Cost:	2041	**Location/Coordinates:**	Fire Station 1209 3rd Ave E

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 5,000		
Contingency			
Total	$ 5,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 5,000

Schedule:

Construction Start Date:	01/01/2026
Substantial Completion or purchase date:	12/31/2026

Funding Sources:

Tax Levy	$ 5,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Ice Commander suit replacement. 15 year lifespan, 2 purchased in 2011 and 4 in 2014. Planning to replace 3 at a time at a cost of approximately $1500 each.

Attach Images: ice commander suits.webp

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Water Rescue - Ice Commander Suits (x6 units)	26U.4	Priority Score:	60.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Direct users of suits are Firefighters. The rescue equipment serves all residents and visitors to Owen Sound.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Injury or death to First Responders needing the equipment.
Legislation	Is the project required for legislative/regulatory compliance?	5	Legislated to be replaced every ten years as Firefighter PPE.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Regular scheduled replacement of In-service equipment.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Suits require minimal maintenance and have minimal impact on staff time to repair or maintain.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No funding or grants available at this time.
Environment	Does the project address needs impacted by climate change?	5	Climate Change has created more extremes in weather. This has an impact to ice rescue as the ice is not as stable for the duration of the winter.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	No value to diversity
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Limited value to the "look" of the suits. New assets may be a brighter colour.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	Water Rescue services are a core service of the Fire Department. The Strategic Plan identifies "Safe City" as a priority.
Public Input	Has the project been identified through public engagement?	0	No public engagement

OSNGUPL Library Front Door Replacement 26V.2

Priority Score: 41.70

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$125,625	**Location/Coordinates:**	824 1st Ave. W.

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 60,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 60,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 60,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Tax Levy	$ 60,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Carnegie Library was constructed in 1914. Renovations were completed in 1973 and 2009. Some exterior doors are original from the 1983 construction. The main entrance of the building is in poor condition, compromising the security of the building and does not provide an efficient building envelope. There are accessibility challenges with the entrance that will be addressed during the replacement. Consultation with the Heritage Division will occur to see if a heritage permit is required prior to work commencing.

The work is also being contemplated alongside other unfunded projects such as the entrance ramp and the stairwell glass replacement in hopes that a larger project can be funded through grant funding leveraging the budget allocated for this project.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

OSNGUPL Library Front Door Replacement 26V.2

Priority Score: 41.70

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	The Library receives approximately 200,000 visitors annually, with the majority of the visitors entering via the front entrance doors.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries may occur in the event of the failure of door hardware equipment.
Legislation	Is the project required for legislative/regulatory compliance?	3	The front entrance is not considered fully accessible or does not meet best practices.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure, with a medium consequence associated with the availability of an accessible entrance to the Library.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There doors have not experienced significant maintenance to date, but will likely begin to incur these costs if not replaced in the short-term.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for accessibility related grants if combined with other unfunded projects for the front entrance to the facility.
Environment	Does the project address needs impacted by climate change?	1	The project will have little or no impact on the enviroment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project will maintain access to the Library.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The aesthetic value of the existing doors has failed due to age and surrounding entrance components. The replacement of the doors will be a first step in improving the aesthetic value of the facility.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by ensuring an adequate facility portfolio.
Public Input	Has the project been identified through public engagement?	1	The condition of the existing doors has been mentioned in unsolicited feedback.

OSNGUPL Masonry Re-pointing 26V.3

Priority Score: 30.10

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 25

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Bradey Carbert

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 50,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 50,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 50,000

Schedule:

Construction Start Date: 04/01/2026

Substantial Completion or purchase date: 10/31/2026

Funding Sources:

Tax Levy	$ 50,000
Please Select	
Please Select	
Please Select	
Please Select	

Description and Rationale:

The Owen Sound North Grey Union Public Library was originally constructed in 1914, with an addition in 1971, both with brick veneer. In an effort to maintain the exterior building envelope staff are proposing to re-point the existing exterior. Staff will consult with the Planning & Heritage Division as the building is designated under the City's Heritage By-law.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

OSNGUPL Masonry Re-pointing 26V.3

Priority Score: 30.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	The annual visitors to the Library facility are in excess of 10,000 individuals.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Deterioration of the existing exterior can lead to building deterioration. Failling masonry can require medical attention if a brick to were to fall on a visitor or staff.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	The intention is to rehabilitate the exterior of the building before it deteriorates to an unsafe condition.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations if the exterior continues to remain sealed.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

OSNGUPL Window Replacement 26V.4

Priority Score: 27.50

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 25

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Bradey Carbert

Cash Flow Projection:	2026	2027	2028+
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 125,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 125,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 125,000

Schedule:

Construction Start Date: 03/01/2026

Substantial Completion or purchase date: 10/31/2026

Funding Sources:

Tax Levy	$ 125,000
Please Select	
Please Select	
Please Select	
Please Select	

Description and Rationale:

The Owen Sound North Grey Union Public Library was originally constructed in 1914, with an addition in 1971, both with brick veneer. In an effort to maintain the exterior building envelope staff are proposing to replace existing windows. Staff will consult with the Planning & Heritage Division as the building is designated under the City's Heritage By-law.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

OSNGUPL Window Replacement 26V.4

Priority Score: 27.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	The average annual visitors exceeds 10,00 individuals.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Deterioration of the doors and windows can lead to unsecured buildings.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	The intention is to replace the existing doors and windows before it deteriorates to an unsafe condition.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations - the rehabilitation work will have minimal impact on operations if the exterior continues to remain sealed.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Computer Replacement

27A.1

Priority Score: 43.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	5	**Staff Contact:**	MARK GIBERSON
Future Replacement Cost:	2033 - $113,807	**Location/Coordinates:**	Various

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 96,000		
Contingency			
Total	$ 96,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 96,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Reserves	$ 96,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City has standardized on a five year replacement cycle of desktop and laptops to ensure Staff ability to deliver services effectively, and provide a more predicable model for equipment replacement.

This includes recognizing how we conduct business post COVID-19 and with an eye to improving the way staff work and access systems.

Replacement of existing end-of-life equipment on a standardized replacement cycle.

All equipment is out of warranty, with an average age between 5 and 10 years old. Most equipment has a life expectancy of 4 to 5 years.

Attach Images: 5-best-desktop-computers-for-business1596120819332749.avif

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Computer Replacement 27A.1 Priority Score: 43.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	1,000 people will be directly impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both staff time and cost savings will be achieved as result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value (i.e. asset is underground, is not visible, etc.)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an Objective in the Strategic Plan.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public

Monitor Replacement

27A.2

Priority Score: 43.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	5	**Staff Contact:**	MARK GIBERSON
Future Replacement Cost:	2033 - $17,782	**Location/Coordinates:**	Various

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 11,000		
Contingency			
Total	$ 11,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 11,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Reserves	$ 11,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City has standardized on a five year replacement cycle of Monitors to ensure Staff ability to deliver services effectively, and provide a more predicable model for equipment replacement.

This includes recognizing how we conduct business post COVID-19 and with an eye to improving the way staff work and access systems.

Replacement of existing end-of-life equipment on a standardized replacement cycle.

All equipment is out of warranty, with an average age between 5 and 10 years old. Most equipment has a life expectancy of 4 to 5 years.

Attach Images:

Distracted-workers_antoniodiaz.png;
5-best-desktop-computers-for-business1596120819332749.avif

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Monitor Replacement 27A.2 Priority Score: 43.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	1,000 people will be directly impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both staff time and cost savings will be achieved as result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value (i.e. asset is underground, is not visible, etc.)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an Objective in the Strategic Plan.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public

Firewall Replacement

27A.4

Priority Score: 43.40

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	3	**Staff Contact:**	MARK GIBERSON
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Various

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 14,000		$ 35,000
Contingency			
Total	$ 14,000	$ 0	$ 35,000

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 49,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Reserves	$ 49,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City has standardized on a three year replacement cycle of firewalls to ensure hardware and security updates meet current standards to protect City services, and provide a more predicable model for equipment replacement.

This includes recognizing how we conduct business post COVID-19 and with an eye to improving the way staff work and access systems.

Replacement of existing end-of-life equipment on a standardized replacement cycle.

Attach Images: firewall.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Firewall Replacement 27A.4 Priority Score: 43.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Less than 1,000 people will be directly impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both staff time and cost savings will be achieved as result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value (i.e. asset is underground, is not visible, etc.)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an Objective in the Strategic Plan.
Public Input	Has the project been identified through public engagement?	1	The project has not been identified by the public

Data Storage for Replacement

27A.5

Priority Score: 43.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	6	**Staff Contact:**	MARK GIBERSON
Future Replacement Cost:	2033 - $47000	**Location/Coordinates:**	Various

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 34,400		
Contingency			
Total	$ 34,400	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 34,400

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Reserves	$ 34,400
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City has standardized on a six year replacement cycle for data storage to ensure Staff ability to deliver services effectively, and provide a more predicable model for equipment replacement.

This includes recognizing how we conduct business post COVID-19 and with an eye to improving the way staff work and access systems.

Replacement of existing end-of-life equipment on a standardized replacement cycle.

Most equipment has a life expectancy of 4 to 5 years and is out of warranty when replaced

Attach Images: file-20210504-23-1t02hm4.avif

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Data Storage for Replacement 27A.5

Priority Score: 43.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	1,000 people will be directly impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both staff time and cost savings will be achieved as result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value (i.e. asset is underground, is not visible, etc.)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an Objective in the Strategic Plan
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public

Wireless Access Point Replacement

27A.6

Priority Score: 45.40

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	5	**Staff Contact:**	MARK GIBERSON
Future Replacement Cost:	2033 - $24000	**Location/Coordinates:**	Various

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 20,000		
Contingency			
Total	$ 20,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 20,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Reserves	$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City has standardized on a five year replacement cycle of wireless access points to ensure Staff ability to deliver services effectively, public access at JMRRC, The Harry Lumley Bayshore Community Centre and Harrison Park Campground, and provide a more predicable model for equipment replacement.

This includes recognizing how we conduct business post COVID-19 and recognizes security and technology changes. Replacement of existing end-of-life equipment on a standardized replacement cycle.

Equipment will be out of warranty, with an average age between 5 and 7 years old. Most equipment has a life expectancy of 4 to 5 years.

Attach Images: Best-Wi-Fi-Access-Points.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Wireless Access Point Replacement 27A.6 Priority Score: 45.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	1,000 to 2,499 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both staff time and cost savings will be achieved as result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value (i.e. asset is underground, is not visible, etc.)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an Objective in the Strategic Plan.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

Employee Engagement Initiative 27B.1

Priority Score: 37.70

Project Type:	Study	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	City Manager
Estimated Useful Life (years):	0	**Staff Contact:**	Michelle Palmer
Future Replacement Cost:	N/A	**Location/Coordinates:**	N/A

Cash Flow Projection:

	2027	2028	2029
Studies	$ 25,000		
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 25,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 25,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Tax Levy	$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Research shows increasing employee engagement leads to improved service to the public and increases citizens' trust and confidence in government. Highly engaged employees not only provide better service to customers, but their general performance was better than others, had better attendance and were less likely to leave.

The survey will measure employee engagement and identify specific drivers of employee engagement at the City of Owen Sound, provide flexibility for the reporting of results through multiple team lenses, provide actionable results and supporting tools to foster an environment that empowers leaders and employees to be responsive and engaged in results to build a place where we want to work.

The initial survey was completed in 2021 with a follow up survey in 2024. Based on best practice, this initiative will be completed every three years to assess changes in perceptions related to engagement.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Employee Engagement Initiative 27B.1

Priority Score: 37.70

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Employee engagement leads to improved service to the public and increases citizens' trust and confidence in government
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Lack of employee engagement leads to decreased attendance and may lead to staff to have negative mental health
Legislation	Is the project required for legislative/regulatory compliance?	2	Employers are required to provide a safe work place
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	N/A
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Highly engaged employees not only provide better service to customers, but their general performance was better than others
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Funded through tax levy
Environment	Does the project address needs impacted by climate change?	1	Project has a neutral impact on the environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	This project will assess diversity, equity and inclusion practices as they relate to employees
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	N/A
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	This project supports the strategic priority of Services Excellence and Clear Direction
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Term of Council Priorities - Strategic Plan (Term) 27B.2

Priority Score: 42.50

Project Type:	Consulting	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	City Manager
Estimated Useful Life (years):	0	**Staff Contact:**	Michelle Palmer
Future Replacement Cost:	N/A	**Location/Coordinates:**	N/A

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 15,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 15,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 15,000

Schedule:

Construction Start Date: 02/01/2027

Substantial Completion or purchase date: 09/29/2027

Funding Sources:

Reserves	$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The process of creating a long-term Strategic Plan is part of a broader transformation planning initiative. We are building a city where people want to live, raise families, invest, work and enjoy tourism and recreational opportunities. Fostering a shared vision and priorities will enable service excellence throughout the organization.

Once approved, the 2050 Vision will enable the development of “Term of Council Priorities” after each election. These funds will be used for engagement related to the development of the term of Council priorities.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Term of Council Priorities - Strategic Plan (Term)	27B.2	Priority Score:	42.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Greater than 10,000 citizens, will impact entire community
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislation, this is based on best practice
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	N/A
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Term of Council priorities will build into the Strategic plan provides clear direction of the long term vision of the community and identify direction for continuous terms of council to ensure a consistent progress towards that long term vision
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded from strategic planning reserve
Environment	Does the project address needs impacted by climate change?	3	The outcomes of this project will support climate change initiatives
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	The outcome of this project will support diversity and inclusion initiatives
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	N/A
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	This is specifically mentioned within a Key Result
Public Input	Has the project been identified through public engagement?	2	Having a long term strategic plan with term of council priorities in order to achieve flexibility while building towards a long term vision has been discussed at Committee

OS Police Station Roof Section 3 Restoration 27J.3

Priority Score: 21.40

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	15	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$101,270	**Location/Coordinates:**	922 2nd Ave. W.

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 80,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 80,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 80,000

Schedule:

Construction Start Date:	09/01/2027
Substantial Completion or purchase date:	09/30/2027

Funding Sources:

Tax Levy	$ 80,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Roof Section 3 is located over the cell block and was originally constructed in 2009. The restoration project is proposed to be completed before a more costly replacement project is required.

The work will extend the lifespan of the roof section by 15 years if it is completed when proposed.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

OS Police Station Roof Section 3 Restoration 27J.3

Priority Score: 21.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The roof affects the cell block only and does not cover core building assets.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	The project will have no effect on health and safety if it is completed before the roof deteriorates and allows penetration.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and a moderate consequence associated with failure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project if it is completed prior to deterioration.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure by removing "stained" look of the roof.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services by ensuring that an adequate facility portfolio is available to deliver services out of.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

OS Police Station Air Handling Unit Replacement

27J.4

Priority Score: 40.30

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	40	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$5,480,225	**Location/Coordinates:**	922 2nd Ave. W.

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering	$ 80,000	$ 25,000	$ 30,000
Communication / Signage			
Construction / Contractor		$ 675,000	$ 675,000
Materials			
Equipment/Misc			
Contingency		$ 50,000	$ 85,000
Total	$ 80,000	$ 750,000	$ 790,000

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 1,620,000

Schedule:

Construction Start Date: 04/01/2027

Substantial Completion or purchase date: 06/30/2029

Funding Sources:

Tax Levy	$ 1,620,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The facility's air handling unit (AHU) is the original unit from the 1973 construction of the facility and is in need of replacement. The unit was modified in the 2007/08 to meet the needs of the building at that time.

The AHU is the only equipment for moving air within the facility and must be replaced before failure.

It is recommended that two units replace the existing unit, with one unit serving the perimeter duct system and the other unit serving the interior duct system. This will provide better thermal control and energy savings, while allow for limited redundancy during times of maintenance or component replacement.

The 2028 project will include the installation of a new AHU unit outside of the mechanical penthouse. The 2029 project will remove and replace the existing AHU unit inside the mechanical penthouse.

Staff will apply for applicable grants once the design has been completed.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

OS Police Station Air Handling Unit Replacement 27J.4

Priority Score: 40.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Police staff are the only users affected by the replacement of the AHU.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	The current unit does not provide sufficient dehumidification or air quality control for the facility, which has required adjustments to other building components.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	The AHU will exceed its recommended useful life by 3 years at the proposed time of construction. This is the only unit facilitating air movement throughout the facility.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	It is anticipated that there will be direct financial savings from reduced energy consumption as well as indirect savings through the optimization of other HVAC equipment.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for grant funding once the replacement unit has been designed.
Environment	Does the project address needs impacted by climate change?	3	It is anticipated that there will be moderate reductions in energy consumption.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value as it is located on the roof of the facility, with one unit being placed inside the existing penthouse.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services by ensuring that an adequate facility portfolio is available to deliver services out of.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

OS Police Station Facility Lighting Replacement

27J.5

Priority Score: 36.30

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$196,875	**Location/Coordinates:**	922 2nd Ave. W.

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 120,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 120,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 120,000

Schedule:

Construction Start Date: 04/01/2027

Substantial Completion or purchase date: 06/30/2027

Funding Sources:

Tax Levy	$ 120,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Most of the OS Police Station lighting was replaced with new in the 2007 renovation with current technology fixture of the time, a T8 fluorescent fixture.
Since 2007, LED fixtures have been developed and have become the normal lighting source.

The project will include the replacement of the fixtures in their entirety with a new flat panel.

Staff will apply for applicable grants once the design has been completed.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

OS Police Station Facility Lighting Replacement 27J.5

Priority Score: 36.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Police staff are the only users affected by the replacement of the lighting.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	The current lights are at the end of their useful life and are often burnt out, limiting lighting in some areas.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The lights will burn out individually rather than as an entire system, however, the frequency is increasing as the units age.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	It is anticipated that there will be direct financial savings from reduced energy consumption.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for grant funding once the replacement has been designed.
Environment	Does the project address needs impacted by climate change?	3	It is anticipated that there will be moderate reductions in energy consumption.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value as it is located on the roof of the facility, with one unit being placed inside the existing penthouse.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services by ensuring that an adequate facility portfolio is available to deliver services out of.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

OS Police Station Emergency Lighting Replacement

27J.6

Priority Score: 36.30

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$196,875	**Location/Coordinates:**	922 2nd Ave. W.

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 40,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 40,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 40,000

Schedule:

Construction Start Date: 04/01/2027

Substantial Completion or purchase date: 06/30/2027

Funding Sources:

Tax Levy	$ 40,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Most of the OS Police Station lighting was replaced with new in the 2007 renovation with current technology fixture of the time.

Emergency lighting is placed throughout the building and backed up by the existing generator.

Emergency light fixtures are a combination of ceiling fixtures and wall mounted fixtures.

This system can remain in operation as installed.

The emergency fixtures are old conventional light bulb sources that should be replaced with new LED sources.

Staff will apply for applicable grants once the design has been completed.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

OS Police Station Emergency Lighting Replacement	27J.6	Priority Score:	36.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Police staff are the only users affected by the replacement of the lighting.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	The current lights are at the end of their useful life and are beginning to become burnt out.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The lights will burn out individually rather than as an entire system, however, the frequency is increasing as the units age.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	It is anticipated that there will be direct financial savings from reduced energy consumption.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for grant funding once the replacement has been designed.
Environment	Does the project address needs impacted by climate change?	3	It is anticipated that there will be moderate reductions in energy consumption.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value as it is located on the roof of the facility, with one unit being placed inside the existing penthouse.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services by ensuring that an adequate facility portfolio is available to deliver services out of.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Animal Shelter Furnace & Condenser Replacement

27K.1

Priority Score: 33.50

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	20	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$18,000	**Location/Coordinates:**	2125 18th Ave. E.

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 10,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 10,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 10,000

Schedule:

Construction Start Date:	06/01/2027
Substantial Completion or purchase date:	08/30/2027

Funding Sources:

Tax Levy	$ 10,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The combined natural gas furnace and condenser will require replacement in order to maintain the adequate environmental needs for this facility. The furnace and condenser are adequately sized for the facility. Alternative energy sources will be investigated, as will grant funding.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Animal Shelter Furnace & Condenser Replacement	27K.1	Priority Score:	33.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The project mainly serves the City's animal control contractor and the animals that utilize the shelter.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have minimal impact on contractor or patron health and safety if replacement is completed prior to failure.
Legislation	Is the project required for legislative/regulatory compliance?	4	The City is required to provide adequate climate control to the City's contractor and to be compliant with Ministry requirements for animal shelters.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate chance of failure and a low consequence if the replacement is completed prior to failure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project and will be associated with lower energy consumption and maintenance costs.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The City will investigate potential grant funding programs associated with the improved technologies available at the time.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project maintains an existing public space that is available for the City's contractor, animals, and visiting public.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project carries no aesthetic value as it is located in an area only accessible by the City's contractor.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the core delivery of services by providing an adequate facility to provide animal control services out of.
Public Input	Has the project been identified through public engagement?	0	This project has not been identified by members of the publics.

Billy Bishop Museum Side Porch Upgrades 27M.1

Priority Score: 14.70

Project Type:	Enhancement	**Priority Level:**	Low
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$62,800	**Location/Coordinates:**	948 3rd Ave. W.

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering	$ 5,000		
Communication / Signage			
Construction / Contractor	$ 25,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 30,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 30,000

Schedule:

Construction Start Date:	09/01/2027
Substantial Completion or purchase date:	11/30/2027

Funding Sources:

Grant	$ 30,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Billy Bishop Museum currently utilizes the majority of the building to share artifacts or for administrative space. The side porch that is off of the kitchen area has not been renovated and can allow for the expansion of the museums display space or can be utilized to support events in the side/back yard of the facility.

The space will be renovated similar to its original intention and will ensure that the structural integrity of this area remains.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Billy Bishop Museum Side Porch Upgrades 27M.1

Priority Score: 14.70

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	It is anticipated that between 2,500 and 4,999 visit the facility annually and will be able to access the renovated space.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The renovation of this space has no health and safety impact as it is not regularly accessed by staff or patrons of the facility.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirements for this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset and will require ongoing investment.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	0	The project will require additional operational resources through additional maintenance and cleaning.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no known partnership or grant available for this project at this time. City and BBM staff will work towards finding third-party funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	The project increases service offerings to all patrons of the facility.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure. The project will enhance the usability of an existing space.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports the delivery of core services.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

Mobile Data Terminals Installed in Apparatus 27U.1

Priority Score: 39.90

Project Type:	New Asset	**Priority Level:**	Moderate
Growth Related?:	Partial	**Department:**	Fire
Estimated Useful Life (years):	0	**Staff Contact:**	Phil Eagleson
Future Replacement Cost:	$15,000	**Location/Coordinates:**	1209 3rd Ave E

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 12,000		
Contingency			
Total	$ 12,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 12,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Tax Levy	$ 12,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Purchase and installation of Mobile Data Terminals in Fire Apparatus. Further details to be included as project is developed.

Attach Images: mdt.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Mobile Data Terminals Installed in Apparatus 27U.1

Priority Score: 39.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Although Fire Fighters are the end users of the asset, this project will have an impact on all residents of the City and help to ensure that they have the best service possible.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Having access to this asset would greatly impact the safety of staff and residential and commercial occupants of buildings.
Legislation	Is the project required for legislative/regulatory compliance?	2	No current legislation; however, it is a best practice in the industry.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	This is currently not included in the City's asset management plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Increase in operational effectiveness through new technology.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Funded through tax levy
Environment	Does the project address needs impacted by climate change?	1	No impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	No impact
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	No impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports core service delivery
Public Input	Has the project been identified through public engagement?	0	Not mentioned by public

Rope Rescue Equipment

27U.2

Priority Score: 51.00

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Fire
Estimated Useful Life (years):	10	**Staff Contact:**	Phil Eagleson
Future Replacement Cost:	$12,000	**Location/Coordinates:**	1209 3rd Ave E

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 9,000		
Contingency			
Total	$ 9,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 9,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2017

Funding Sources:

Tax Levy	$ 9,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Scheduled Replacement of Life Safety ropes and high angle rescue equipment.

Attach Images: rope rescue.webp

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Rope Rescue Equipment 27U.2 Priority Score: 51.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Although Fire Fighters are the end users of the asset, this project will have an impact on all residents of the City and help to ensure that they have the best service possible.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Failure of the asset would be directly detrimental to the safety of staff and residential and commercial occupants of building.
Legislation	Is the project required for legislative/regulatory compliance?	5	Legislated replacement as per schedule
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	High consequence of failure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Maintains operational performance
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Funded through tax levy
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Water Rescue - Survival Suits, Life Jackets and PDFs 27U.3

Priority Score: 48.60

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Fire
Estimated Useful Life (years):	10	**Staff Contact:**	Phil Eagleson
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	1209 3rd Ave E

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 6,000		
Contingency			
Total	$ 6,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 6,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Tax Levy	$ 6,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Ice Commander submersion suits replacement. Current suits in service are over 10 years old and require replacement.
Each suit costs approximately $1,500 (2023).

Attach Images: ice commander.webp

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Water Rescue - Survival Suits, Life Jackets and PDFs	27U.3	Priority Score:	48.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	All suppression firefighters share the suits. Suits are used to provide ice rescue services to all residents and visitors of Owen Sound.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Failure of the asset would be directly detrimental to the safety of staff.
Legislation	Is the project required for legislative/regulatory compliance?	4	Project is required to continue to be compliant - NFPA 1801 - 10 year replacement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	High consequence of failure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness through new technology.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Funded through tax levy
Environment	Does the project address needs impacted by climate change?	2	Slight environmental impact as a result of newer assets made with potentially more environmentally friendly materials
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	No input has been requested

Automated External Defibrillators (AEDs) 27U.4

Priority Score: 55.00

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Fire
Estimated Useful Life (years):	15	**Staff Contact:**	Phil Eagleson
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	1209 3rd Ave E

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 5,000		
Contingency			
Total	$ 5,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 5,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Tax Levy	$ 5,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Scheduled replacement of Automatic External Defibrillators
2 units - 2012 (End of life 2027)

Attach Images: AED.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Automated External Defibrillators (AEDs) 27U.4

Priority Score: 55.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	Life saving equipment that will protect all residents and visitors of Owen Sound. AED equipment is also used to protect OSFD members while performing Firefighting duties.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Failure of the asset would be directly detrimental to the safety of staff.
Legislation	Is the project required for legislative/regulatory compliance?	5	Project is required to continue to be compliant - NFPA 1801
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	High consequence of failure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness through new technology.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Funded through tax levy
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	Helps ensure everyone has access to life saving equipment.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Projectors

28A.1

Priority Score: 24.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	5	**Staff Contact:**	Mark Giberson
Future Replacement Cost:	$16,000 (2033)	**Location/Coordinates:**	Bayshore, Various

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 16,000		
Contingency			
Total	$ 16,000	$ 0	$ 0

Costs Incurred to 2027 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 16,000

Schedule:

Construction Start Date: 01/01/2028

Substantial Completion or purchase date: 06/01/2028

Funding Sources:

Reserves	$ 16,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Replace of projector based on a 5 to 7 year cycle. Current Laser Projector has been in use since 2017 and will be well beyond it normal replacement cycle of 5 years. The projector is part of the fixed equipment that is used during community events and other rentals.

Attach Images: 224480_DLA-NX7B-NX5B_angled-1-600x398.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Projectors

28A.1

Priority Score: 24.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	1,000 people will be directly impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public at The Bayshore Community Centre
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery (Facility Booking)
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Meeting Room Equipment

28A.2

Priority Score: 44.60

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	5	**Staff Contact:**	Mark Giberson
Future Replacement Cost:	$15,000 (2033)	**Location/Coordinates:**	City Hall

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 15,000		
Contingency			
Total	$ 15,000	$ 0	$ 0

Costs Incurred to 2027 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 15,000

Schedule:

Construction Start Date: 01/01/2028

Substantial Completion or purchase date: 06/01/2028

Funding Sources:

Reserves	$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Replace of meeting room equipment based on a 5 to 7 year cycle. Current equipment was acquired in 2021 and will be well beyond it normal replacement cycle of 5 years. Appropriate conferencing equipment ensures flawless communication during meetings. Whether it's video conferencing, conference calls, or virtual meetings, having the right tools enhances collaboration and understanding among team members and clients.

Attach Images: 224480_DLA-NX7B-NX5B_angled-1-600x398.jpg; mr.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Meeting Room Equipment 28A.2 Priority Score: 44.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	1,000 people will be directly impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both staff time and cost savings will be achieved as result of the project through the effect use of remote meetings reduced travel time and increased ability to meet with out those restrictions.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	2	The project will slightly improve the natural environment and/or prevent further detriment through the reduction of travel.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Project supports ability of public to interact with staff without barriers.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an Objective in the Strategic Plan by improving operational effectiveness.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Video Surveillance System Replacement 28A.3

Priority Score: 41.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	5	**Staff Contact:**	Mark Giberson
Future Replacement Cost:	$77,000 (2033)	**Location/Coordinates:**	City Hall, Transit, Bayshore JMRRC

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 70,000		
Contingency			
Total	$ 70,000	$ 0	$ 0

Costs Incurred to 2027 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 70,000

Schedule:

Construction Start Date: 01/01/2028

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

Reserves	$ 70,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Replacement of equipment based on a standardized replacement cycle to ensure functionality of equipment. The City's Video Surveillance System is used in various City facilities to ensure the health and safety of staff, patron and residents who use City facilities and is a key component in managing risk and insurance claims.

Attach Images: camera.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Video Surveillance System Replacement 28A.3

Priority Score: 41.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	1,000 people will be directly impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Serious injuries or death may result if the project does not proceed. City Video Surveillance System is core to ensure the health and safety of staff in their work environment. Failure to replace existing equipment would remove this tool.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public at the Bayshore Community Centre and JMRRC.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Software Transformation - Mobile Technology + AVL

28A.4

Priority Score: 44.50

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 7-10 Years

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Mark Giberson

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 52,800		
Contingency			
Total	$ 52,800	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget $ 12,000 $ 0 $ 0

Total Project Budget: $ 52,800

Schedule:

Construction Start Date: 01/04/2028

Substantial Completion or purchase date: 07/31/2028

Funding Sources:

Tax Levy	$ 52,800
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

In 2022 the City undertook an IT Needs Assessment, based on strategic and legislative requirements, which facilitated an extensive review of the City's core systems. The goals of the project were to identify which systems meet current and future needs as well as to enhance the City's ability to deliver critical services, improve service delivery, enhance efficiencies, and provide a higher level of integration between platforms. As part of the final report, a long-term solution architecture for the City was developed prioritizing which systems need to be replaced in which order.

Extend and enhance City's Automatic Vehicle Location (AVL) system to assist in the day to day management of city vehicles, automatically collect data, creating metrics and assist in managing risk. The City currently uses a AVL solution on some city vehicles to assist in managing real-time salt usage for winter operations. As part of the City's feel management strategy the City is looking at extending the use of AVL to create addition metrics to allow for better data driven decisions for fleet management.

Attach Images: CityHall.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Software Transformation - Mobile Technology + AVL	28A.4	Priority Score:	44.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Direct impact will be City staff from various departments; however, this project will also affect delivery of all it services to staff and Citizens (>10,000 people indirectly impacted)
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No Impact on Health an Safety
Legislation	Is the project required for legislative/regulatory compliance?	3	The project will move the organization closer to meeting legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset in order to generate operational improvements.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both Staff time and cost savings will be achieved as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Service Excellence - KR3 Supports an objective of the Strategic Plan
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

City Hall Carpet Replacement

28G.1

Priority Score: 33.60

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	10	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$67,200	**Location/Coordinates:**	City Hall - 808 2nd Ave. E.

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 50,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 50,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 50,000

Schedule:

Construction Start Date:	07/01/2028
Substantial Completion or purchase date:	07/22/2028

Funding Sources:

Reserves	$ 50,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The administrative areas and Council Chambers at City Hall have a carpeted floor surface. The installation of carpet tiles in these areas was determined as part of the 2018 City Hall renovations for its durability and its noise attenuation in open concept areas.

The existing carpet tiles are deteriorating at their corners and creating trip hazards in multiple areas of the building. Staff have been using spare stock to repair high traffic areas but can no longer purchase the same materials. All carpet tiled areas will need to be replaced. The project will be completed over multiple weeks due to the need to move office and IT equipment and maintain business continuity.

Attach Images:

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City Hall Carpet Replacement 28G.1 Priority Score: 33.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	City Hall staff located in the areas with the majority of the carpet tiles. There is limited impact on the general public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result if staff or public users trip over the deteriorating carpet tile edges.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance with the exception of the Occupiers' Liability Act.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and a low consequence of failure resulting from deteriorating carpet tiles.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project in that staff will no longer have to remove and replace tiles on an ongoing basis.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded from the City Hall Capital Reserve.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	There will be a minor aesthetic improvement.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery but maintaing the services delivered via City Hall.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

City Hall Interior Painting

28G.2

Priority Score: 21.40

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	10	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$26,900	**Location/Coordinates:**	City Hall - 808 2nd Ave. E.

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 18,000		
Materials	$ 2,000		
Equipment/Misc			
Contingency			
Total	$ 20,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 20,000

Schedule:

Construction Start Date:	01/01/2028
Substantial Completion or purchase date:	12/31/2028

Funding Sources:

Reserves	$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The renovation of City Hall occurred in 2018. A large component of this project included interior renovations such as new walls, flooring, furniture, fixtures, and equipment.

The average lifespan of these assets range from 10-20 years. One of the items with the lowest lifespan is wall painting. The proposed project will be completed using internal staff and a contractor, depending on the location of the building.

City staff will complete the painting in low traffic areas or areas where this is minimal disruption to staff/public. An outside contractor will be used in the large common areas so that there is minimal impact on facility users.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

City Hall Interior Painting 28G.2 Priority Score: 21.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	City Hall staff arelocated in the areas with the majority of the spaces to be painted. There is limited impact on the general public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequence of failure from a structural standpoint, however, the maintenance of City assets is an expectation of facility users.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project as staff have been able to keep up with minor damages to the walls.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through the City Hall reserve.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	There will be a minor aesthetic improvement.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery but maintaing the services delivered via City Hall.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

City Hall Access Control System Replacement

28G.3

Priority Score: 26.60

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	10	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$100,800	**Location/Coordinates:**	City Hall - 808 2nd Ave. E.

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 75,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 75,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 75,000

Schedule:

Construction Start Date:	03/01/2028
Substantial Completion or purchase date:	05/31/2028

Funding Sources:

Reserves	$ 75,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The access control system at City Hall allows for the non-public and operational areas of City Hall to be restricted to the public. This is for both the security of staff and the public.

The current system was installed during the 2018 renovations and became obsolete in 2023. Staff are able to utilize existing or used parts for approximately five years but will then need to completely replace the system.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

City Hall Access Control System Replacement 28G.3

Priority Score: 26.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	City Hall staff are the main users of the system. There is limited impact on the general public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	The access control system is used restrict areas that staff or the public should not access (i.e. mechanical and electrical rooms). This mitigates the impact of error if untrained staff enter these areas.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirements for an access control system.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure for the existing equipment. The consequence is low because there is an alternative way to access these areas.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project as a system is already in place.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through the City Hall capital reserve.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value as the public facing equipment is already in place and the controllers are located in a mechanical room.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery but maintaing the services delivered via City Hall.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

OS Police Station Elevator Upgrades or Replacement 28J.1

Priority Score: 23.40

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$471,100	**Location/Coordinates:**	922 2nd Ave. W.

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 225,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 225,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 225,000

Schedule:

Construction Start Date:	08/01/2028
Substantial Completion or purchase date:	08/30/2028

Funding Sources:

Tax Levy	$ 225,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The existing hydraulic elevator at the OS Police Station was installed during the 2008 renovation. The elevator is in fair condition. It is believe that the elevator main shaft is not vertically aligned which is affecting performance and requires ongoing maintenance.

The project will include the removal and replacement of the existing elevator. The current opening is sufficient enough for replacement without a lot of extra reinstatement.

Attach Images:

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OS Police Station Elevator Upgrades or Replacement	28J.1	Priority Score:	23.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The use of the elevator is limited to internal staff or invited guests.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and a low consequence as accommodations can be made during an outage.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project through reduced maintenance costs and fewer outages..
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space, particularly for the Police Services boardroom
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by allowing access to areas of the facility.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback particularly around the lack of speed of the elevator.

OS Police Station Fire Alarm System Replacement

28J.2

Priority Score: 19.00

Project Type:	Replacement	**Priority Level:**	Low
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	20	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	922 2nd Ave. W.

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 30,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 30,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 30,000

Schedule:

Construction Start Date:	08/01/2028
Substantial Completion or purchase date:	08/30/2028

Funding Sources:

Tax Levy	$ 30,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The current fire alarm system was installed during the 2008 renovation and will meet the end of its recommended lifespan in 2028.

The current system is only a single stage and is recommended to be upgraded to a two stage in order to prevent false / nuisance alarms. This is the type of system typically installed in a police station.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

OS Police Station Fire Alarm System Replacement	28J.2	Priority Score:	19.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The fire alarm system protects OS staff and other users.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety at this time as the system is currently functioning.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement as the system is currently functioning.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and a low consequence as the system is currently functioning.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value as the system is contained within a mechanical room in the facility.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by ensuring the safety of a key City asset.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

CN Station Decking Replacement & Slab Repairs

28M.1

Priority Score: 34.30

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	15	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$31,200	**Location/Coordinates:**	1155 1st. Ave. W.

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	$ 20,000		
Equipment/Misc			
Contingency			
Total	$ 20,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 20,000

Schedule:

Construction Start Date:	06/01/2028
Substantial Completion or purchase date:	06/30/2028

Funding Sources:

Tax Levy	$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The CN Station is a former railway station that has been converted into a marine & rail museum as well as the City's tourism office.

A previous enhancement of the platform at the rear of the building converted the concrete/asphalt platform to a wooden surface to provide a heritage look to the site.

The wooden surface has partially been removed, with the remainder of the platform still being used near the rear entrance to the facility. Staff are proposing the removal of the existing deck and replacement with the same type of material unless a third party grant has been received and a more durable material can be installed.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

CN Station Decking Replacement & Slab Repairs	28M.1	Priority Score:	34.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	It is estimate that 2,500 to 4,999 people access the building via the platform or walk across it.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result if users trip over the uneven decking edges.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement other than the Occupiers' Liability Act.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure and moderate consequence depending on the severity of an incident at a trip hazard.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project as staff have been able to refasten boards to the structure underneath.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for a grant or donation.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The project addresses a failing aesthetic value and provides for an improvement over the existing, weathered surface.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by ensuring access to this facility.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

CN Station Exterior Landscaping & Accessibility Upgrades

28M.2

Priority Score: 38.30

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$104,700	**Location/Coordinates:**	CN Station

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 50,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 50,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 50,000

Schedule:

Construction Start Date:	06/01/2028
Substantial Completion or purchase date:	06/30/2028

Funding Sources:

Tax Levy	$ 50,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The CN Station is a former railway station that has been converted into a marine & rail museum as well as the City's tourism office.

A previous enhancement of the platform at the rear of the building converted the concrete/asphalt platform to a wooden surface to provide a heritage look to the site. However, the rest of the area has remained unchanged. The deterioration of the aggregate materials has resulted in failing infrastructure and a poor aesthetic.

The project will involve the landscaping around the building and the platform to return this area to its previous condition. Accessibility will be incorporated into this design through improved paths of travel.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

CN Station Exterior Landscaping & Accessibility Upgrades	28M.2	Priority Score:	38.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	It is estimate that 2,500 to 4,999 people access the building via the platform or walk across it.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result if users trip over or fall into holes in the existing surfaces.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement other than the Occupiers' Liability Act.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure and moderate consequence depending on the severity of an incident at a trip hazard.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project as both public works and facilities staff have to remediate the failing concrete or aggregate surfaces multiple times each year.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	This project may be eligible for a grant or a donation.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The project addresses a failing aesthetic value and provides for an improvement over the existing, weathered surface.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by ensuring access to this facility.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

Auto Extrication Device Replacement - Hurst Cutter, Spreader, Ram

28U.1

Priority Score: 48.50

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Fire
Estimated Useful Life (years):	15 Years	**Staff Contact:**	Phil Eagleson
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	1209 3rd Ave E

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 40,000		
Contingency			
Total	$ 40,000	$ 0	$ 0

Costs Incurred to 2027 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 40,000

Schedule:

Construction Start Date: 01/01/2028

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

Tax Levy	$ 40,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

One Auto Extrication Device is in need of replacement. This is a combination tool + ram that is stored on Pump 5. Replacement cost is approximately $40,000.00. This piece of rescue equipment is known in the fire service as a "Cutter/Spreader" or more commonly called the "Jaws of Life". This is a scheduled replacement of an asset.

Attach Images: combi tool.png

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Auto Extrication Device Replacement - Hurst Cutter, Spreader, Ram **28U.1** **Priority Score:** **48.50**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Firefighters are the direct users. All motorists in the city could potentially need the use of equipment if involved in a MVC.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Failure of existing equipment would result in the death or further injury to the victim requiring assistance.
Legislation	Is the project required for legislative/regulatory compliance?	2	No legislation for replacement. Auto Extrication Certification and training is legislated by the province and the equipment is required to achieve certification.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	Auto Extrication Equipment is a Capital Asset.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	A Replacement of the asset will result in slightly reduced maintenance hours- repairing the aged equipment.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No grant opportunities available at this time.
Environment	Does the project address needs impacted by climate change?	2	Climate Change has resulted in severe weather patterns, severe weather often results in motor vehicle collisions (MVC) The equipment is required to free victims from entrapment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value (i.e. asset is underground, is not visible, etc.)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	Advances "Safe City" as a priority
Public Input	Has the project been identified through public engagement?	0	No Public Engagement

Server Replacement

29A.1

Priority Score: 46.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	5 Years	**Staff Contact:**	Mark Giberson
Future Replacement Cost:	$175218	**Location/Coordinates:**	Enter Location Info/Coordinates

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 162,700		
Contingency			
Total	$ 162,700	$ 0	$ 0

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 162,700

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Reserves	$ 162,700
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City IT division has adopted a standardized replacement cycle to ensure Staff ability to deliver services effectively, and provide a more predicable model for equipment replacement. By 2029, servers for main city applications will be replaced based on right sizing to ensure future growth, redundancy and sustainability.

By 2029 all equipment will be out of warranty, with an average age 5 years, which is the normal useful life of servers. Most equipment will have exceeded its life expectancy of 5 years and will be getting to the stage that it is no longer supported by the vendor.

Attach Images: rack_server_sliding_out.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Server Replacement

29A.1

Priority Score: 46.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Affects delivery of services to all Citizen's of Owen Sound
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	N/A
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	moderate probability of failure; low consequence
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	Funded through reserves
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not visible)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Project supports an objective of the Strategic Plan (Operational effectiveness)
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Pay Equity and Market Review

29B.1

Priority Score: 42.60

Project Type:	Study	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	5	**Staff Contact:**	Human Resources Manager
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Enter Location Info/Coordinates

Cash Flow Projection:

	2029	2030	2031
Studies	$ 15,000		
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 15,000	$ 0	$ 0

Costs Incurred to 2028 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 15,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Reserves	$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

By ensuring employees are paid equitably, the City can increase efficiency, creativity and productively by helping to attract the best employees, reduce turnover and increase commitment to the overall City. A thorough compensation analysis provides the data and insights for decisions as it relates to salaries and total benefits for employees.

Part of this study will be to create a pay policy for the City, which will define the frequency that a market / pay equity study is completed. The last market review was completed in 2022, and it is a best practice to complete such an exercise every 3-5 years as compensation is continually changing and progressing both internally and externally.

A compensation analysis uses internal and external data to determine whether an employer is rewarding employees fairly or not for the work they are doing, and although salary is important, it is important to also look at benefits including health, dental, pension, and allowances.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Pay Equity and Market Review 29B.1 Priority Score: 42.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Ensure pay within market values, and pay equity requirements met.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	4	Pay Equity Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Not included in an asset management plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Potential for increased turnover, recruitment and onboarding. Loss of knowledge and skills from lack of staff retention.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	0	N/A
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Ensuring diversity, equity and inclusion for pay rates of positions at the City.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	0	N/A
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	5	KR3 - Develop a Human Resources Strategy.
Public Input	Has the project been identified through public engagement?	4	Employees impacted, and shared within Strategic Plan Refresh.

Community Engagement - Citizen Satisfaction Survey 2029

29B.2

Priority Score: 37.50

Project Type:	Consulting	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	City Manager
Estimated Useful Life (years):	3	**Staff Contact:**	Michelle Palmer
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	N/A

Cash Flow Projection:

	2029	2030	2031
Studies	$ 25,000		
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 25,000	$ 0	$ 0

Costs Incurred to 2028 Year End

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 25,000

Schedule:

Construction Start Date: 01/01/2029

Substantial Completion or purchase date: 08/30/2029

Funding Sources:

Tax Levy	$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City values the feedback and opinions of it's residents. Public engagement through statistically significant surveys and focus groups offers an opportunity to hear from citizens and stakeholders about their top-of-mind issues of concern and satisfaction with City services and builds stronger relationships with the public.

Conducting citizen satisfaction surveys is also an effective way to examine the City's performance in comparison to the national norm and see how Owen Sound's service offerings and delivery measures up to other municipalities.

The initial statistically relevant survey was completed in the Summer of 2021 and the second survey occurred in 2025. By re-surveying in 2029, it will enable the City to assess changes in satisfaction with services and importance of services. These surveys are intended to be completed on a regular cycle to enhance the use as a measurement tool. The next survey is planned for 2032.

Attach Images: Citizen Satisfaction Survey.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Community Engagement - Citizen Satisfaction Survey 2029	29B.2	Priority Score:	37.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Surveys are an important source of statistically valid, reliable and relevant feedback from citizens. To be statistically relevant requires 400 respondents/individuals.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Project is not included in an asset management plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Conducting citizen satisfaction surveys is also an effective way to examine the City's performance in comparison to the national norm and see how Owen Sound's service offerings and delivery measures up to other municipalities. Public input is a key driver for decision-making, and informs policy decisions, budgetary spending and continuous improvement.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	The project ensures that voices of engagement are inclusive as it is a statistically relevant survey representative of City demographics.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	Identified action for KR2- Service Excellence - enhance our information, technology and digital capabilities to allow residents, business, and visitors to interact with the City where, when and how they choose
Public Input	Has the project been identified through public engagement?	5	The City engages with citizens in a variety of methods on various projects, and undertook a statistically reliable citizen satisfaction survey in 2021 and 2025.

OSPS Window and Door Replacement 29J.1

Priority Score: 40.30

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$695,250	**Location/Coordinates:**	922 2nd Ave. W.

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 375,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 375,000	$ 0	$ 0

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 375,000

Schedule:

Construction Start Date: 05/01/2029

Substantial Completion or purchase date: 06/30/2029

Funding Sources:

Tax Levy	$ 375,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Owen Sound Police Services building was originally built in the 1970s and functioned for many years as an office building prior to being purchased by the City and converted to a Police Station. The last major renovations were conducted in 2007 and 2008 including significant work within the facility, mechanical upgrades and additions. This is year one of a five year replacement program. The exterior doors and windows are in poor condition, compromising the security of the building and does not provide an efficient building envelope. Upgrading accessible components will be included. Window replacements will be completed in 2024 and 2025 (23J.8), but the remainder of the building will need to be completed in 2029.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

OSPS Window and Door Replacement 29J.1

Priority Score: 40.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Police staff are the only users affected by the replacement of the windows.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	The deterioration of the windows is resulting in negative air balancing in the facility, resulting in drafts.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	The replacement of the windows and doors has been identified in the 2024 building condition assessment.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	It is anticipated that there will be direct financial savings from reduced energy consumption.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for grant funding once the replacement unit has been designed.
Environment	Does the project address needs impacted by climate change?	3	It is anticipated that there will be moderate reductions in energy consumption.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has minimal aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services by ensuring that an adequate facility portfolio is available to deliver services out of.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

OSPS Cell Block Packaged HVAC Replacement

29J.2

Priority Score: 38.30

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$75,150	**Location/Coordinates:**	922 2nd Ave. W.

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 40,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 40,000	$ 0	$ 0

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 40,000

Schedule:

Construction Start Date: 07/01/2029

Substantial Completion or purchase date: 08/31/2029

Funding Sources:

Tax Levy	$ 40,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Police Station building was originally built in the 1970s and functioned for many years as an office building prior to being purchased by the City and converted to a Police Station. The last major renovations at the Police Station were conducted in 2007 and 2008 and saw significant work within the existing facility, as well as an addition.

The packaged HVAC installed to provide climate control to the cell block was installed in 2008 and will need to be replaced in order to provide climate control to this area of the facility.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

OSPS Cell Block Packaged HVAC Replacement 29J.2

Priority Score: 38.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Police staff are the only users affected by the replacement of the unit.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	The system is operational and is being planned for replacement prior to failure in order to maintain the required climate for the facility.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a moderate likelihood of failure based on the age and assessment of the current equipment. Likewise, there is a moderate consequence as it will take multiple days of outage to replace the equipment.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	It is anticipated that there will be direct financial savings from reduced energy consumption as well as indirect savings through the optimization of other HVAC equipment.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for grant funding.
Environment	Does the project address needs impacted by climate change?	3	It is anticipated that there will be moderate reductions in energy consumption.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value as it is located on the roof of the cell block.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services by ensuring that an adequate facility portfolio is available to deliver services out of.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

BBM West Roof Structural Repairs 29M.1

Priority Score: 21.40

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	50	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Billy Bishop Museum

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering	$ 5,000		
Communication / Signage			
Construction / Contractor	$ 25,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 30,000	$ 0	$ 0

Costs Incurred to 2028 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 30,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Tax Levy	$ 30,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Billy Bishop Museum was constructed in 1884. The facility is operated independent of the City, but the City owns the facility and is responsible for capital.

The west roof is sagging. Staff will retain the services of a structural engineer to complete an instrusive assessment of the current structure to determine the proposed repair. Staff have allocated funds in the even that an immediate repair is required.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

BBM West Roof Structural Repairs 29M.1

Priority Score: 21.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	2,500 to 4,999.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There are no current health and safety concerns in its current condition.
Legislation	Is the project required for legislative/regulatory compliance?	1	There are no known legislative or regulatory compliance issues at this time.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure, however, there is a moderate consequence as this is the accessible entrance to the facility.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There is little to no impact on current operations/
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding at this time.
Environment	Does the project address needs impacted by climate change?	1	There is little to no impact on the environment at this time.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The structural integrity of this roof section will allow for the maintenance of this space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The sagging is negligible at this time.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by members of the public.

Water Rescue - Ice Commander Suits 29U.1

Priority Score: 62.80

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Fire
Estimated Useful Life (years):	15 Years	**Staff Contact:**	Phil Eagleson
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	1209 3rd Ave E

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 5,200		
Contingency			
Total	$ 5,200	$ 0	$ 0

Costs Incurred to 2028 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 5,200

Schedule:

Construction Start Date: 01/01/2029

Substantial Completion or purchase date: 12/31/2029

Funding Sources:

Tax Levy	$ 5,200
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Ice Commander suit replacement. 15 year lifespan, 2 purchased in 2011 and 4 in 2014. Planning to replace 3 at a time at a cost of approximately $1500 each.

Attach Images: ice commander suits.webp

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Water Rescue - Ice Commander Suits 29U.1

Priority Score: 62.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	Direct users of suits are Firefighters. The rescue equipment serves all residents and visitors to Owen Sound.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Injury or death to First Responders needing the equipment.
Legislation	Is the project required for legislative/regulatory compliance?	5	Legislated to be replaced every ten years as Firefighter PPE.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Regular scheduled replacement of In-service equipment.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Suits require minimal maintenance and have minimal impact on staff time to repair or maintain.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No funding or grants available at this time.
Environment	Does the project address needs impacted by climate change?	5	Climate Change has created more extremes in weather. This has an impact to ice rescue as the ice is not as stable for the duration of the winter.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	No value to diversity
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Limited value to the "look" of the suits. New assets may be a brighter colour.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	Water Rescue services are a core service of the Fire Department. The Strategic Plan identifies "Safe City" as a priority.
Public Input	Has the project been identified through public engagement?	0	No public engagement

Thermal Imaging Cameras

29U.2

Priority Score: 53.00

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 10 years

Priority Level: High
Department: Fire
Staff Contact: Phil Eagleson

Cash Flow Projection:	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 15,000		
Contingency			
Total	$ 15,000	$ 0	$ 0

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 15,000

Schedule:

Construction Start Date: 01/01/2029

Substantial Completion or purchase date: 12/31/2029

Funding Sources:

Tax Levy	$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Thermal Imaging Cameras (TIC) are an integral piece of firefighting technology. The use of TIC increases firefighter effectiveness and safety. NFPA 1801 is the standard for TIC use. Replacement of TIC units is recommended not greater than 12 years of service life.

The current asset is an older model that was refurbished in 2020.

Attach Images: TIC.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Thermal Imaging Cameras 29U.2 Priority Score: 53.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Firefighters are the end user of the Asset.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Failure of the asset would be directly detrimental to the safety of staff.
Legislation	Is the project required for legislative/regulatory compliance?	4	Project is required to continue to be compliant - NFPA 1801 - 10 year replacement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	High consequence of failure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness through new technology.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded through Fire Equipment Reserve.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Water Rescue - Inflatable Life Raft 29U.3

Priority Score: 73.10

Project Type:	Replacement	**Priority Level:**	Very High
Growth Related?:	No	**Department:**	Fire
Estimated Useful Life (years):	25 Years	**Staff Contact:**	Phil Eagleson
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	1209 3rd Ave E

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 9,500		
Contingency			
Total	$ 9,500	$ 0	$ 0

Costs Incurred to 2028 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 9,500

Schedule:

Construction Start Date: 01/01/2029

Substantial Completion or purchase date: 12/31/2029

Funding Sources:

Tax Levy	$ 9,500
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Inflatable Life Raft is due for replacement. It was originally purchased in 2004 and has a 25 year lifespan. The raft is inspected and certified every other year. The life raft is legislated by Transport Canada as a requirement for the Water Rescue Vessel (Marine 7).
Cost of replacement is approximately $9,500.00.

Attach Images: Life Raft 1.jpg; Life Raft 2.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Water Rescue - Inflatable Life Raft 29U.3

Priority Score: 73.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Water Rescue services are provided to a large area of Georgian Bay and the inland waterways.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Life Raft is paramount to the Health and Safety of First Responders while on the water. Similar to life jackets the life raft is a requirement of vessel operation.
Legislation	Is the project required for legislative/regulatory compliance?	5	Legislated as a requirement of Transport Canada Life Saving Equipment Regulations C.R.C., c. 1436
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	It is identified in the plan on a 25 year replacement schedule.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Possible fines for non Compliance with Federal Regulations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No known external funding sources.
Environment	Does the project address needs impacted by climate change?	1	Minimal value to climate change.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Life Saving Equipment
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	0	Minimal value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	5	Safe City
Public Input	Has the project been identified through public engagement?	0	No formal Public Engagement process.

Computer Replacement

30A.1

Priority Score: 43.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	5	**Staff Contact:**	MARK GIBERSON
Future Replacement Cost:	2035 - $113,807	**Location/Coordinates:**	Various

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 96,000		
Contingency			
Total	$ 96,000	$ 0	$ 0

Costs Incurred to 2029 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 96,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Reserves	$ 96,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City has standardized on a five year replacement cycle of desktop and laptops to ensure Staff ability to deliver services effectively, and provide a more predicable model for equipment replacement.

This includes recognizing how we conduct business post COVID-19 and with an eye to improving the way staff work and access systems.

Replacement of existing end-of-life equipment on a standardized replacement cycle.

All equipment is out of warranty, with an average age between 5 and 10 years old. Most equipment has a life expectancy of 4 to 5 years.

Attach Images: 5-best-desktop-computers-for-business1596120819332749.avif

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Computer Replacement 30A.1 Priority Score: 43.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	1,000 people will be directly impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both staff time and cost savings will be achieved as result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value (i.e. asset is underground, is not visible, etc.)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an Objective in the Strategic Plan.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public

Monitor Replacement

30A.2

Priority Score: 43.00

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	5	**Staff Contact:**	MARK GIBERSON
Future Replacement Cost:	2035 - $17,782	**Location/Coordinates:**	Various

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 11,000		
Contingency			
Total	$ 11,000	$ 0	$ 0

Costs Incurred to 2029 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 11,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Reserves	$ 11,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City has standardized on a five year replacement cycle of Monitors to ensure Staff ability to deliver services effectively, and provide a more predicable model for equipment replacement.

This includes recognizing how we conduct business post COVID-19 and with an eye to improving the way staff work and access systems.

Replacement of existing end-of-life equipment on a standardized replacement cycle.

All equipment is out of warranty, with an average age between 5 and 10 years old. Most equipment has a life expectancy of 4 to 5 years.

Attach Images: Distracted-workers_antoniodiaz.png; 5-best-desktop-computers-for-business1596120819332749.avif

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Monitor Replacement 30A.2 Priority Score: 43.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	1,000 people will be directly impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both staff time and cost savings will be achieved as result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value (i.e. asset is underground, is not visible, etc.)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an Objective in the Strategic Plan.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public

Council Chambers Audio/Video Replacement

30A.4

Priority Score: **30.00**

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	7	**Staff Contact:**	MARK GIBERSON
Future Replacement Cost:	2037 - $149920	**Location/Coordinates:**	Enter Location Info/Coordinates

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 121,828		
Contingency			
Total	$ 121,828	$ 0	$ 0

Costs Incurred to 2029 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 121,828

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Tax Levy	
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 121,828

Description and Rationale:

In 2020/21 Owen Sound moved to a standard approach to providing public access (streaming and recording) to Council and Committee meetings through a integrated system. Current system will be approaching seven year old, which is the normal life expectancy of of audio/video recording equipment . Replacement of equipment will ensure Staff and Councils ability to continue deliver services effectively without interuption that could be caused by equipment failure.

All equipment is out of warranty, with an average age between 4 and 6 years old. Most equipment has a life expectancy of 5 to 7 years.

Attach Images: council.JPG

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Council Chambers Audio/Video Replacement	30A.4	Priority Score: 30.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	1,000 to 2,499people will be directly impacted as a result of this project. This is based on viewer potential
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	0	There is no known legislative/regulatory compliance requirement
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value (i.e. asset is underground, is not visible, etc.)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an Objective in the Strategic Plan.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public

Software Transformation - Asset Management 30A.5

Priority Score: 44.50

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 7-10 Years

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Mark Giberson

Cash Flow Projection:	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 110,550	$ 224,450	
Contingency			
Total	$ 110,550	$ 224,450	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 85,000	$ 0

Total Project Budget: $ 335,000

Schedule:

Construction Start Date: 06/01/2030

Substantial Completion or purchase date: 12/31/2031

Funding Sources:

Tax Levy	$ 335,000
Please Select	
Please Select	
Please Select	
Please Select	

Description and Rationale:

In 2022 the City undertook an IT Needs Assessment, based on strategic and legislative requirements, which facilitated an extensive review of the City's core systems. The goals of the project were to identify which systems meet current and future needs as well as to enhance the City's ability to deliver critical services, improve service delivery, enhance efficiencies, and provide a higher level of integration between platforms. As part of the final report, a long-term solution architecture for the City was developed prioritizing which systems need to be replaced in which order.

Implement an Asset Management System (AMS) to ensure the efficient resource utilization, operational success and that the City is compliance with the provincial requirements for asset management planning. An AMS helps organizations track, monitor, and manage their assets throughout their life-cycle.

The AMS implementation is a collaborative effort across departments, that commitments to continuous improvement, and alignment with organizational objectives.

Attach Images: CityHall.jpg

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Software Transformation - Asset Management	30A.5	Priority Score:	44.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Direct impact will be City staff from various departments; however, this project will also affect delivery of all it services to staff and Citizens (>10,000 people indirectly impacted)
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No Impact on Health an Safety
Legislation	Is the project required for legislative/regulatory compliance?	3	The project will move the organization closer to meeting legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset in order to generate operational improvements.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both Staff time and cost savings will be achieved as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	This project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Service Excellence - KR3 Supports an objective of the Strategic Plan
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Year: 2030

Employee Engagement Survey (2030)

2030-01

Priority Score: 23.60

Rationale	Master Plan - Human Resources Strategy	**Priority Level:**	Moderate - Score 21-48
Growth Related?:	No	**Department:**	City Manager
Estimated Useful Life (years):		**Staff Contact:**	Michelle Palmer
Future Replacement Cost:		**Location/Coordinates:**	Owen Sound

Description and Rationale:

Master Plan - Human Resources Strategy - The survey will measure employee engagement and identify specific drivers of employee engagement at the City of Owen Sound, provide flexibility for the reporting of results through multiple team lenses, provide actionable results and supporting tools to foster an environment that empowers leaders and employees to be responsive and engaged in results to build a place where we want to work.
The initial survey was completed in 2021 with a follow up survey in 2024 and a planned follow-up survey in 2027. Based on best practice, this initiative will be completed every three years to assess changes in perceptions related to engagement.

Cash Flow Projection:	**2030**		
Consulting including Design & Studies	$25,000.00		
In House Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment Purchases			
Contingency			
Total	$25,000.00	$0.00	$0.00
Costs Incurred to 2029 Year End			

Impact on Operating Budget:			

Total Project Budget:	**$25,000.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	11/30/2030

Funding Sources:

Tax Levy	$25,000.00
Total	$25,000.00

Year:	2030

Employee Engagement Survey (2030)	2030-01	Priority Score:	23.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	All staff which work for the organization are impacted by this project.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There isn't a direct impact on injuries occurring from not completing the survey
Legislation Score	Is the project required for legislative/regulatory compliance?	1	There is no legislation that requires an organization to complete engagement surveys
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	0	This project does not relate to an asset
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	A highly engaged workforce will result in reduced lost time incidents
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	0	
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	1	
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	0	
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	0	
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	1	
Public Input Score	Has the project been identified through public engagement?	0	

Year: 2030

Corporate Website Refresh

2030-02

Priority Score: 24.20

Rationale	Continuous Improvement	**Priority Level:**	High - Score 49-69
Growth Related?:	No	**Department:**	City Manager
Estimated Useful Life (years):	5	**Staff Contact:**	Carly McArthur
Future Replacement Cost:	$66,000.00	**Location/Coordinates:**	

Description and Rationale:

Continuous Improvement - The current City website was refreshed in 2024 and best practice in user experience and website design has evolved since that time.
The City website can be a powerful tool to communicate with citizens, and allow site visitors to get quick answers to easy questions.
By regularly refreshing the website, the City ensures its online presence incorporates best-in-class web design practices to give residents the information they are looking for right away.

Cash Flow Projection:	**2030**		
Consulting including Design & Studies	$50,000.00		
In House Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment Purchases			
Contingency			
Total	$50,000.00	$0.00	$0.00
Costs Incurred to 2029 Year End	**$0.00**		

Impact on Operating Budget:			

Total Project Budget:	**$50,000.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:

Tax Levy	$50,000.00
Total	$50,000.00

Year:	2030

Corporate Website Refresh

2030-02

Priority Score: 24.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	The City's website is accessed 230,000 times per year.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There are no health and safety implications associated with the refreshment of the City's website.
Legislation Score	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement requiring a refreshment of the website, however, the City must continue to monitor accessibility requirements and make necessary adjustments.
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	1	The refresh of the website is an enhancement to an existing website.
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	It is anticipated that the website host will be able to provide improved back-end management for staff.
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	0	The project will be funded through the current year levy.
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	1	The website will not impact the environment.
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	2	This project refreshes an existing service.
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	3	The refreshed website will improve the aesthetic value of the website and show the City's commitment to maintaining modern communications delivery.
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	1	This project support the delivery of core City services through information sharing and communication.
Public Input Score	Has the project been identified through public engagement?	1	This project has been mentioned through informal city feedback.

OS Police Station Boiler Replacement 30J.1

Priority Score: 38.30

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$314,100	**Location/Coordinates:**	922 2nd Ave. W.

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 150,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 150,000	$ 0	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 150,000

Schedule:

Construction Start Date:	05/01/2030
Substantial Completion or purchase date:	05/31/2030

Funding Sources:

Tax Levy	$ 150,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Police Station building was originally built in the 1970s and functioned for many years as an office building prior to being purchased by the City and converted to a Police Station. The last major renovations at the Police Station were conducted in 2007 and 2008 and saw significant work within the existing facility, as well as an addition.

The bulk of the hydronic system was installed in the 2007 and 2008 project. This project saw new heating mains installed throughout the building, as well as new valves and reheat coils. During this renovation the second boiler and new boiler circulation pumps were installed. The existing boiler in the penthouse was left in place but has since been replaced. Both boilers are PK Thermific style, non-condensing style. They were a very popular boiler in the early 2000s and have an expected life span of 20 years.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

OS Police Station Boiler Replacement 30J.1

Priority Score: 38.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Police staff are the only users affected by the replacement of the Boilers.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	The system is operational and is being planned for replacement prior to failure in order to maintain the required climate for the facility.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a moderate likelihood of failure based on the age and assessment of the current equipment. Likewise, there is a moderate consequence as it will take multiple days of outage to replace the equipment.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	It is anticipated that there will be direct financial savings from reduced energy consumption as well as indirect savings through the optimization of other HVAC equipment.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for grant funding.
Environment	Does the project address needs impacted by climate change?	3	It is anticipated that there will be moderate reductions in energy consumption.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value as it is located inside the existing penthouse.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services by ensuring that an adequate facility portfolio is available to deliver services out of.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Year: 2030

Market Building Radiator Replacement

2030-16 (30M.1)

Priority Score: 21.50

Rationale	Asset Management - Replacement	**Priority Level:**	Moderate - Score 21-48
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	40	**Staff Contact:**	
Future Replacement Cost:	$92,650.00	**Location/Coordinates:**	Market Building

Description and Rationale:

Asset Management - Replacement - A building condition assessment was completed on the Market Building in 2024. No significant deficiencies were observed or reported. However the heating system, particularly the radiators, have exceeded its expected useful life with performance and reliability likely diminishing over time.

Replacement is recommended in the short term in order to maintain the desired climate for this facility.

Cash Flow Projection:	**2030**		
Consulting including Design & Studies			
In House Engineering			
Communication / Signage			
Construction / Contractor	$34,500.00		
Materials			
Equipment Purchases			
Contingency			
Total	$34,500.00	$0.00	$0.00
Costs Incurred to 2029 Year End		**$0.00**	

Impact on Operating Budget:			

Total Project Budget:	**$34,500.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:

Tax Levy	$34,500.00
Total	$34,500.00

Year: 2030

Market Building Radiator Replacement

2030-16 (30M.1)

Priority Score: 21.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The replacement of the radiators will support the tenants of the market.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no direct impact on health and safety
Legislation Score	Is the project required for legislative/regulatory compliance?	1	There is no known legislative or regulatory compliance requirement associated with the replacement of the existing radiators.
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	3	There is a moderate probability of failure due to the age of the existing radiators. The consequence is low assuming that individual units will fail, and not the entire system.
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the replacement of the units at this time. This may change as the units continue to surpass their estimated useful life.
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	1	There is no known opportunity for grant funding at this time.
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	1	There is little or no direct impact on the environment as a result of the replacement of this equipment.
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	2	The replacement of the equipment is required in order to maintain the existing market building heating and ventilation needs.
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	1	This project has not aesthetic value.
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports the core delivery of services through the provision of a functional facility through the City's lease agreement for the market building.
Public Input Score	Has the project been identified through public engagement?	0	This project has not been identified by the public.

BBM Window Repairs and Painting 30M.2

Priority Score: 20.20

Project Type:	Rehabilitation	**Priority Level:**	Low
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	10	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	33600	**Location/Coordinates:**	948 3rd Ave W

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	$ 150,000		
Equipment/Misc			
Contingency			
Total	$ 150,000	$ 0	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 150,000

Schedule:

Construction Start Date: 09/01/2030

Substantial Completion or purchase date: 10/31/2030

Funding Sources:

Tax Levy	$ 150,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The facility windows (including seasonal storm windows) require replacement in order to maintain the historical, victorian features of the building and to ensure the building envelope is maintained.

A heritage permit will be obtained before work commences.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

BBM Window Repairs and Painting 30M.2

Priority Score: 20.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	It is anticipated that between 2,500 and 4,999 visit the facility annually and will be able to access the renovated space.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The renovation of this space has no health and safety impact other than deterioration can lead to other structural issues within the building.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirements for this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure, however, there is a moderate consequence if there is deterioration from water.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There is little to no impact on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding at this time.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports the delivery of core services.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

Bunker Gear Replacement

30U.1

Priority Score: 65.20

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Fire
Estimated Useful Life (years):	10	**Staff Contact:**	Phil Eagleson
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Fire Hall

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	$ 44,500	$ 50,000	$ 47,750
Equipment/Misc			
Contingency			
Total	$ 44,500	$ 50,000	$ 47,750

Costs Incurred to 2029 Year End

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 142,250

Schedule:

Construction Start Date: 01/01/2030

Substantial Completion or purchase date: 12/31/2032

Funding Sources:

Reserves	$ 142,250
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting requires replacing PPE assets every ten years or as needed.

This is a multi-year, recurring annual project (every year replacement of Bunker Gear is required).

2030 - Assets requiring replacement include:
8 x bunker gear replacements
3 x helmet replacements
3 x boots replacement
0 x balaclava replacement
0 x gloves replacement

2031- Assets requiring replacement include:
8 x bunker gear replacements
7 x Helmet replacements
2 x replacement boots
0 x balaclava replacement
0 x glove replacement

2032 - Assets requiring replacement include:
6 x bunker gear replacements
3 x helmet replacements
7 x Boots replacement
20 x balaclava replacement
0 x Gloves Replacement

25 year - PPE replacement schedule has been created and updated yearly. This document will forecast future replacement needs.

Multi-year project.

Funding is from fire bunker gear reserve.

Attach Images: PPE.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Bunker Gear Replacement 30U.1 Priority Score: 65.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	26 Suppression Firefighters & 5 support personnel
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	The utmost highest priority is that we provide adequate and appropriate PPE to protect our Firefighters.
Legislation	Is the project required for legislative/regulatory compliance?	5	NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	Failure of Asset can result in critical injury.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Replacement of the asset increases reliability of operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Funded through reserves
Environment	Does the project address needs impacted by climate change?	1	N/A
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	5	Scheduled replacement of the pooled asset includes funding for future PPE replacement of diversity recruitment opportunities.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	Replacement of equipment with newer, more modern equipment will greatly improve aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports Core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been mentioned by the public.

Year: 2030

OSNGUPL Detailed Electrical and Mechanical Assessment

2030-18 (30V.1)

Priority Score: 23.50

Rationale	Asset Management - Study / Assessment / Plan	**Priority Level:**	Moderate - Score 21-48
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	
Future Replacement Cost:	$25,000.00	**Location/Coordinates:**	Owen Sound North Grey Union Public Library

Description and Rationale:

Asset Management - Study / Assessment / Plan - The mechanical and electrical equipment at the Library facility is approaching the end of its useful life. A detailed electrical and mechanical equipment assessment involves a thorough inspection and evaluation of both electrical and mechanical systems and equipment to identify potential issues, assess their condition, and recommend necessary actions to develop a multi-year capital replacement program.

Cash Flow Projection:	**2030**		
Consulting including Design & Studies	$25,000.00		
In House Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment Purchases			
Contingency			
Total	$25,000.00	$0.00	$0.00

Costs Incurred to 2029 Year End **$0.00**

Impact on Operating Budget:

Total Project Budget: **$25,000.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:

Tax Levy	$25,000.00
Total	$25,000.00

Year: 2030

OSNGUPL Detailed Electrical and Mechanical Assessment

2030-18 (30V.1)

Priority Score: 23.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	0	While the OSNGUPL has over 175,000 visits per year, this project supports a study only and not the rehabilitation or replacement of equipment. The mechanical and electrical audit will ensure that the building services are able to maintain operations.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project is for future planning and is not related to any ongoing electrical or mechanical concerns that impact health and safety.
Legislation Score	Is the project required for legislative/regulatory compliance?	1	There is no specific legislative or regulatory compliance requirements other than the requirements to maintain a building occupied by staff and the public.
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	3	The existing mechanical and electrical equipment will be at the end of its useful life. This means that there is a moderate probability of failure but a low consequence assuming that components will fail, rather than an entire system.
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There are no significant failures known at this time, however, increased operating costs are anticipated as the equipment approaches the end of its useful life.
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	1	This project may be eligible for a rebate through a project that confirms the City's energy consumption.
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	1	There will be little or no direct impact on the environment as part of this project.
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	2	The project will help support the establishment of operating and capital needs to maintain an existing public space.
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value as it is an assessment of existing mechanical and electrical equipment
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports the delivery of core service through maintaining the existing space and operations.
Public Input Score	Has the project been identified through public engagement?	0	This project has not been identified by the public.

Attachment 2c – Draft 2026-2030 Multi-year Capital Plan

Public Works and Engineering

Stormwater Separation Program 16O.4

Priority Score: 54.40

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Various

Cash Flow Projection:

	2025	2026	2027 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 30,000	$ 25,000	$ 55,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 30,000	$ 25,000	$ 55,000

Costs Incurred to 2024 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 110,000

Schedule:

Construction Start Date: 06/01/2025

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

Waste Water Rates	$ 110,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Inflow and infiltration reduction works (aka stormwater separation) are undertaken with the funds set aside for this program and can include separation of stormwater catchbasins, public or private, which contribute to the extraneous flows, roof leader and sump pump diversion, and other works selected on a priority basis to reduce inflow and infiltration.

Currently, this years budget is tentatively focused on two significant roofs; the Post Office, and the Roxy theatre.

Attach Images: 16O.4.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Stormwater Separation Program 16O.4

Priority Score: 54.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	This would affect the local serviced area
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Combined Sewer Overflows are a consequence of stormwater connections
Legislation	Is the project required for legislative/regulatory compliance?	3	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This is an ongoing program in the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Combined Sewer Overflows are a result of stormwater connections, but also very high flows in the system can result in surcharging of the system which results in sewer backups during very high-flow events.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No
Environment	Does the project address needs impacted by climate change?	4	Wet weather flows are now more frequent; this is a very relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	N/A
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	None
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Trunk Main and Valve Chamber Maintenance 21N.10

Priority Score: 56.30

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Various

Cash Flow Projection:

	2025	2026	2027 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 100,000	$ 100,000	$ 200,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 100,000	$ 100,000	$ 200,000

Costs Incurred to 2024 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 400,000

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or purchase date: 12/01/2028

Funding Sources:

Water Rates	$ 400,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Several of the larger diameter watermains in the City's water system serve the purpose of "trunk" watermains (analogous to a tree trunk). These supply water to the grid of smaller diameter watermains, and consequently are key parts of the system. The valves on those watermains (Which are high pressure concrete mains) are located in chambers, and are not direct-buried. There are 8 such chambers on the Municipal Trunk Main, mostly 24" from 1970, and there are 14 such chambers on the Industrial Trunk Main, mostly 18" and 24", ranging in age from the late 1960's, to about 1990.

There are also 22 valve chambers which contain complex control valves (11) and check valves (11) which are key parts of the system, controlling water flow between pressure zones.

The rehabilitation of these valves usually involves the replacement of valves or valve components, or on occasion an entire valve if required. Rehabilitation of the actual chamber is not necessarily required. Often following the work, to clean the structure and component and replace corroded or broken parts, corrosion protection coatings and wraps to the pipe and fittings are applied within the chamber; labour by City forces. Full replacement of even one large diameter valve can cost a substantial portion of the allocated budget. Often this work is done in conjunction with, and in support of, other work (ie 10th St Bridge, and the Kenny Drain pond).

Attach Images: 21N.10.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Trunk Main and Valve Chamber Maintenance 21N.10

Priority Score: 56.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Failures of trunk mains can be catastrophic and even cause backflow events
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Failures of trunk watermain valves can also impact fire flows.
Legislation	Is the project required for legislative/regulatory compliance?	3	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The trunk watermain valves are priority assets
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	If trunk watermain valves do not hold, they can have serious effects as was seen during the 10th St Bridge Project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The property owner ultimately must maintain the device after installation and this cost is, therefore, born by them.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Not significant aesthetic impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	1	Watermain projects of this nature are not

Collection System Capital Reinvestment 21O.1

Priority Score: 61.60

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Various

Cash Flow Projection:

	2025	2026	2027 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			$ 700,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 0	$ 0	$ 700,000

Costs Incurred to 2024 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 700,000

Schedule:

Construction Start Date:	01/01/2025
Substantial Completion or purchase date:	12/31/2028

Funding Sources:

Waste Water Rates	$ 1,400,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	-$ 700,000

Description and Rationale:

This project is to continue with the rehabilitation of the sanitary sewer infrastructure with a focus on sanitary sewers, as well as manhole rehabilitation. This rehabilitation will be conducted through “cured in place pipe” (CIPP) technology. The city is planning to re-tender a 3 year contract to continue to rehabilitate sanitary sewer and manholes.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Collection System Capital Reinvestment 21O.1

Priority Score: 61.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This would typically affect people in the project area which is usually one block at a time. But the program is City-wide
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Sewer bypasses from collapsed sewer have resulted.
Legislation	Is the project required for legislative/regulatory compliance?	3	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This has been identified in the 10 year plan, as part of a multi-year program.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Sewer backups consume considerable public sector and private sector resources.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No
Environment	Does the project address needs impacted by climate change?	3	Wet weather flows are now more frequent; this is a somewhat relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	N/A
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	None
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Cathodic Protection Rehab

22N.2

Priority Score: 66.10

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	30	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Various

Cash Flow Projection:	2025	2026	2027 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 275,000	$ 310,000	$ 570,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 275,000	$ 310,000	$ 570,000

Costs Incurred to 2024 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 1,155,000

Schedule:

Construction Start Date:	07/01/2023
Substantial Completion or purchase date:	08/01/2026

Funding Sources:

Water Rates	$ 1,155,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Replacement of Cathodic Protection on large diameter critical ductile iron trunk watermains. This slows/eliminates corrosion via an electrochemical process whereby the anode decays instead of the main. However, the anodes were all installed in the early 1990's and are now at the end of their useful life, as determined by a cathodic protection survey undertaken in 2013 which measured the remaining electrochemical protection. In some cases the trunk main can be cathodically protected without disturbing asphalt but in many cases some limited asphalt disturbance will be required.

The City continues to follow the multi year program to protect watermains as laid out in 2013.

Attach Images: 22N.2.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Cathodic Protection Rehab 22N.2 Priority Score: 66.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	Watermain failures can affect a significant area
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Watermain breaks can damage property and result in poor water quality
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	The intent is to extend the useful life of water infrastructure
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Failure to do this could result in vastly increased watermain breaks as older watermain rots in place
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Water Rates
Environment	Does the project address needs impacted by climate change?	3	Watermain breaks can affect environment : chlorinated water in receiving water
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Not significant aesthetic impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	1	Watermain Projects generally are not.

SCADA Computer and Softare Upgrade WTP 22N.10

Priority Score: 62.30

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Water Treatment Plant

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 70,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 70,000	$ 0	$ 0

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 70,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 04/30/2027

Funding Sources:

Water Rates	$ 70,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City's remote locations (Beattie St, East Hill Booster Station, the reservoir and the Genoe Leachate monitoring system.) require PLC upgrades due to age (20 years).

Attach Images: 22N.10.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

SCADA Computer and Softare Upgrade WTP 22N.10 Priority Score: 62.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This affects the water source for the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Network system failures can result in SCADA failures and an inability to treat and/or pump water
Legislation	Is the project required for legislative/regulatory compliance?	4	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	Yes. The SCADA is a high priority item in the 10-year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	This will ensure reliable operation of the SCADA system. It includes some programming changes to optimize treatment, as well.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Water Rates
Environment	Does the project address needs impacted by climate change?	1	Not a direct link
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Not significant aesthetic impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	0	None

Clarifier Mechanical Maintenance 22O.1

Priority Score: 60.00

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	15	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Wastewater Treatment Plant

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 50,000		$ 50,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 50,000	$ 0	$ 50,000

Costs Incurred to 2025 Year End $ 50,000

Impact on Operating Budget $ 0

Total Project Budget: $ 150,000

Schedule:

Construction Start Date: 05/01/2026

Substantial Completion or purchase date: 09/30/2028

Funding Sources:

Waste Water Rates	$ 150,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Clarifier Mechanical Maintenance is required on an as-needed basis as wear and tear on the components progresses, but typically significant work is required every 3 to 5 years.

Attach Images: 22O.1.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Clarifier Mechanical Maintenance 22O.1

Priority Score: 60.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This can affect the wastewater treatment train which affects the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	This poses a risk to proper sewage treatment.
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This has been identified in the 10 year plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	A failure of a clarifier would decrease capacity by 25%, for an exended time while repairs are completed, which would be a concern if concurrent with high flows.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding. Funded through wastewater rates.
Environment	Does the project address needs impacted by climate change?	3	Wet weather flows are now more frequent.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not visible).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Process Mechanical (2026)

22O.3

Priority Score: 66.00

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	15	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Wastewater Treatment Plant

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 220,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 220,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 220,000

Schedule:

Construction Start Date: 04/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Waste Water Rates	$ 220,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The BAF process requires 2 small and 1 large primary effluent pump to run at high flows. Therefore when a small pump is out of service for repairs, all the required flow cannot be pumped through the BAF and a plant “Bypass” will occur blending treated effluent with primary effluent, thus not meeting our ECA requirements. To remain compliant in this situation a spare small primary effluent pump would need to be purchased to be used when one is being repaired.

The plant has 2 boilers to heat the buildings and the primary digester. One boiler burns the methane gas retrieved from the primary digester. Methane is corrosive in comparison to natural gas which in turn requires more maintenance for boilers such as fire tube replacement.

There are hundreds of valves, actuators, solenoids, and safety devices such as pressure relief and bio-gas thermal valves at the plant. Although these are maintained through the maintenance program, they are wearing items that must be rebuilt and replaced as required.

Attach Images: mech boilers.jpg; Mech BAF Pumps.jpg; mech air valves.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Process Mechanical (2026) 22O.3 Priority Score: 66.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This can affect the wastewater treatment train which affects the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Components to be replaced include very significant pressure relief valves on the Digester. Failure could pose a significant risk.
Legislation	Is the project required for legislative/regulatory compliance?	5	Technical Standards and Safety Act (TSSA).
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This has been identified in the 10 year plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure of a portion of the biogas system could result in an unsafe condition, or improper operation of the boiler system and digestor failure. Air valve failure can result in failure to aerate the cell(s) which could result in secondary process failure.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding. Funded through wastewater rates.
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not an overly relevant factor for this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not visible).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Water Distribution System New Valve Chambers 23N.4

Priority Score: 62.90

Project Type:	New Asset	**Priority Level:**	High
Growth Related?:	Yes	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	9th Ave E South of 32nd St E, 20th A

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 250,000		$ 0
Materials			
Equipment/Misc			
Contingency			
Total	$ 250,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 500,000

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 750,000

Schedule:

Construction Start Date: 01/01/2023

Substantial Completion or purchase date: 11/30/2026

Funding Sources:

Water Rates	$ 750,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Between the various Pressure Zones of the City's water distribution system, there are interconnecting valve chambers.

There are two potential valve chamber locations which are to be coordinated with new development of adjacent lands. At this time it is difficult to be sure of timing of the new development, but it considered most likely that two of these locations will be required in the short to medium term (ie, within 5 years) and a good probability that one will be required in 2025.

The locations are (1) 9th Ave East South of 32nd St East by the Soccer Complex, (2) 20th Ave East South of 16th St East, East of Home Depot

Attach Images: 23N.4.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Water Distribution System New Valve Chambers 23N.4

Priority Score: 62.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	Proper Operation of the Valve Chambers affects the entire pressure zone
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Failure to feed between zones can lead to low pressure and backflow events and reduced fire flow
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act (specifically Adverse Condition provisions of the regulation)
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	N/A : New Assets to be coordinated with development
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Interconnecting valve chambers improve fire flows, as well as system circulation which improves chlorine residuals
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Possible Contributions from Development Charges
Environment	Does the project address needs impacted by climate change?	1	No significant Environmental Impact
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	0	None

Process Electrical (2026)

23O.1

Priority Score: 73.90

Project Type:	Rehabilitation	**Priority Level:**	Very High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	15	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Wastewater Treatment Plant

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 45,000		
Contingency			
Total	$ 45,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 45,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Waste Water Rates	$ 45,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The service life of the BAF Blower VFD's will be near their end and replacements will need to be purchased and installed.

Other aging electrical equipment will need assessed and replaced, or spare parts purchased, as required.

Attach Images: Elect Blower VFDs.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Process Electrical (2026) 23O.1 Priority Score: 73.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	BAF Blower failure would cause a failure of the WWTP secondary process and thereby affects the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	If process failure led to contamination of the Bay, this could be characterized as a public health and safety risk.
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The work is identified on the 10-year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	The blower and BAF cell aeration system is necessary for secondary plant performance.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Reserves
Environment	Does the project address needs impacted by climate change?	2	Necessary work is required to ensure uninterrupted wastewater treatment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Process Electrical (2026)

23O.1

Priority Score: 73.90

Project Type:	Rehabilitation	**Priority Level:**	Very High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	15	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Wastewater Treatment Plant

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 45,000		
Contingency			
Total	$ 45,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 45,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Waste Water Rates	$ 45,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The service life of the BAF Blower VFD's will be near their end and replacements will need to be purchased and installed.

Other aging electrical equipment will need assessed and replaced, or spare parts purchased, as required.

Attach Images: Elect Blower VFDs.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Process Electrical (2026) 23O.1 Priority Score: 73.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	BAF Blower failure would cause a failure of the WWTP secondary process and thereby affects the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	If process failure led to contamination of the Bay, this could be characterized as a public health and safety risk.
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The work is identified on the 10-year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	The blower and BAF cell aeration system is necessary for secondary plant performance.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Reserves
Environment	Does the project address needs impacted by climate change?	2	Necessary work is required to ensure uninterrupted wastewater treatment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

CLI Approval Requirements

23O.6

Priority Score: 52.00

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	N/A

Cash Flow Projection:

	2025	2026	2027
Studies	$ 20,000		$ 40,000
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 20,000	$ 0	$ 40,000

Costs Incurred to 2024 Year End $ 0

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 60,000

Schedule:

Construction Start Date:	06/01/2025
Substantial Completion or purchase date:	12/31/2027

Funding Sources:

Waste Water Rates	$ 60,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

In December 2022 the Ministry of Environment issued the City its first Consolidated Environmental Compliance Approval documents for both the Sanitary Sewage Collection System and the Storm Sewer system.

There are many implications for the system operations, maintenance, approvals, and capital planning. These were summarized in a report to the Operations Committee in March 2023.

With respect to the Sanitary requirements, there are various reports and studies required by the CLI-ECA at specific times in 2023, 2025, and 2027.

Attach Images: 23O.6.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

CLI Approval Requirements 23O.6 Priority Score: 52.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	The monitoring, reporting, maintenance, and capital requirements will affect the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	This is intended to enhance protection of the public health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	5	Environmental Protection Act. These are requirements of the CLI-ECA.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	This will require some assessments and possibly enhancements to current infrastructure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Regulatory requirement with operational impacts.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding. Funded through wastewater rates.
Environment	Does the project address needs impacted by climate change?	3	Relevant factor for this project since the CSO's can be associated with climate change.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not visible).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

11th St. W. (663 -685) Sanitary Repair 26O.8

Priority Score: 63.90

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	20	**Staff Contact:**	Bryce McDonald
Future Replacement Cost:	Unknown	**Location/Coordinates:**	11 St. W (600 Block)

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering	$ 5,000		
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 120,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 125,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 125,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Waste Water Rates	$ 120,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 5,000

Description and Rationale:

Identified in 2024 the section of sanitary main on 11th St. W. between 663 and 685 has a significant and lengthy sag creating operational challenges and the infrastructure is no longer functioning as designed. Although there has been no claims to date there is a significant risk of sewer back-ups to residents. The sag is approximately 71m in length with the total length of the sanitary sewer approximately 91m man-hole to man-hole. This section of road is not identified in the 10-year capital forecast so it is unlikely we can wait to align with full re-con.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

11th St. W. (663 -685) Sanitary Repair 26O.8

Priority Score: 63.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	This section for repair impacts less than 10 homes
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Very strong likelihood of sewer backup or failure
Legislation	Is the project required for legislative/regulatory compliance?	4	Maintain infrastructure in fit state of repair CLI-ECA
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	Maintenance/Urgent Emergency
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Delays could result in collapsed main and emergency work. Potential claims.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	N/A
Environment	Does the project address needs impacted by climate change?	4	Blockage or collapse may result in negative environmental impacts
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	N/A
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	0	
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	
Public Input	Has the project been identified through public engagement?	0	

Leak Detection Survey

24N.5

Priority Score: 70.80

Project Type:	Rehabilitation	**Priority Level:**	Very High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	0	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Water Distribution System

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 15,000		
Contingency			
Total	$ 15,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 15,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates	$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City undertakes a leak detection survey of the water distribution system every 3 years.

It has been established that the 3 year interval is optimal in terms of discovering new leaks in a timely manner.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Leak Detection Survey

24N.5

Priority Score: **70.80**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	The entire City distribution system is surveyed
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Leaks left undetected can fail suddenly and could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	This program has been identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure of a major watermain could result in loss of service to a portion of the community
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Not relevant to this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Confined Space Entry Equipment

24N.6

Priority Score: 70.40

Project Type:	Replacement	**Priority Level:**	Very High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	0	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Water + Wastewater

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 10,000		
Contingency			
Total	$ 10,000	$ 0	$ 0

Costs Incurred to 2028 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 10,000

Schedule:

Construction Start Date: 01/01/2029

Substantial Completion or purchase date: 12/31/2029

Funding Sources:

Water Rates	$ 10,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City Water and Wastewater departments have confined space entry equipment, including tripod, winch, harnesses, and associated equipment. This equipment is required in order to safely enter confined spaces in accordance with the regulations.

In 2018 this equipment was standardized across the Water and Wastewater groups.

In 2029, some of the equipment will require updating.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Confined Space Entry Equipment 24N.6 Priority Score: 70.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Water and Wastewater Staff
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Confined Space Entry, done improperly, with improper equipment, kills a number of people in Ontario yearly.
Legislation	Is the project required for legislative/regulatory compliance?	5	Occupational Health and Safety Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	Identified in Asset Management Plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Confined Space Entries will not be possible.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Not Applicable
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	Not Applicable
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Not Applicable
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Core Service
Public Input	Has the project been identified through public engagement?	1	None

Digestor Bio-Solids Cleanout

24O.3

Priority Score: 66.00

Project Type:	Maintenance	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	5	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Wastewater Treatment Plant

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			$ 300,000
Contingency			
Total	$ 0	$ 0	$ 300,000

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 300,000

Schedule:

Construction Start Date: 07/01/2028

Substantial Completion or purchase date: 08/31/2028

Funding Sources:

Waste Water Rates	$ 300,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The digestor, with a capacity of about 2000 cubic metres receives the biosolids from the clarifiers at the WWTP, and provides additional treatment, and produces biogas, prior to being stored on site in the two storage tanks, then land applied.

Approximately every five years deletrious materials in the digestor must be cleaned out to allow for proper tank operation, especially the biosolids pumps and mixing system. Otherwise rags and other materials begin to clog those components, which could result in digestor failure.

Currently such clogging events are accelerating in frequency.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Digestor Bio-Solids Cleanout 24O.3 Priority Score: 66.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This can affect the wastewater treatment train which affects the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Failure of the digestor can have a significant environmental and health and safety impact.
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act, Nutrient Management Act.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This has been identified in the 10 year plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Failure of the digestor can mean scheduling an emergency cleanout, at significant expense, and trucking all biosolids to Lystech for treatment while the digester is down, also a significant expense.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding. Funded through wastewater rates.
Environment	Does the project address needs impacted by climate change?	3	Wet weather flows are now more frequent; this is a relevant factor for this project since higher flows carry a higher debris load.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No opportunity for partnership or grant funding.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not visible).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Sewer Video Inspections

25O.1

Priority Score: 61.40

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Various

Cash Flow Projection:

	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 60,000		$ 60,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 60,000	$ 0	$ 60,000

Costs Incurred to 2024 Year End $ 0

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 120,000

Schedule:

Construction Start Date: 06/01/2025

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Waste Water Rates	$ 120,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

In 2013/14 ,the majority of the wastewater collection system was TV inspected. This information helped guide rehabilitation efforts since that time. Some annual TV inspection has been done on an ad-hoc basis yearly, but more of the system should be inspected to ensure structural integrity and to guide future rehabilitation work.

Detailed and current condition information facilitates the following:

-Ensuring rehab/replacement monies are spent in the most efficient way possible by guiding prioritization of projects, and selection of rehabilitation strategy.

-uncovers sources of extraneous flow which exacerbates potential for sewage surcharge, backups and overflows and taxes the treatment system.

Attach Images: 25O.1.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Sewer Video Inspections 25O.1 Priority Score: 61.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	The TV Inspection area will be a significant portion of the City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	This is intended to enhance protection of the public health and safety by ensuring poor condition assets are monitored and/or replaced,ultimately reducing occurrences of sewage blockages and overflows.
Legislation	Is the project required for legislative/regulatory compliance?	5	Environmental Protection Act. Will ensure environmental approval compliance from MECP.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This work will guide future replacement and rehabilitation, by providing detailed condition data for asset management purposes.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Operational Improvements have been realized via system rehab, ie manhole benching. By targeting asset rehabilitation on areas with high inflow and infiltration, system capacity and performance can be improved.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding. Funded through wastewater rates.
Environment	Does the project address needs impacted by climate change?	2	Relevant factor for this project since flows can be associated with climate change, and reducing I/I will render the infrastructure more resilient to climate change-induced storm and snowmelt events.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not visible).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

9th Avenue East - 20th St E to 23rd St "A" E

25P.12

Priority Score: 74.10

Project Type:	Replacement	**Priority Level:**	Very High
Growth Related?:	Partial	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	Road - 50 yrs, Underground Servic	**Staff Contact:**	Chris Webb
Future Replacement Cost:		**Location/Coordinates:**	9th Ave East - 20th St E to 23rd St "A

Cash Flow Projection:

	2025	2026	2027
Studies			
In House Engineering	$ 30,000	$ 30,000	$ 30,000
Design or Engineering	$ 350,000	$ 350,000	$ 797,000
Communication / Signage		$ 5,000	$ 5,000
Construction / Contractor			$ 8,144,875
Materials			
Equipment/Misc			
Contingency			
Total	$ 380,000	$ 385,000	$ 8,976,875

Costs Incurred to 2024 Year End $ 0

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 9,741,875

Schedule:

Construction Start Date: 05/30/2027

Substantial Completion or purchase date: 11/30/2027

Funding Sources:

Grant	$ 4,559,305
Water Rates	$ 613,265
Development Charges	$ 211,550
OCIF Formula	$ 4,061,780
Reserves	$ 295,975
Capital Reserve	$ 0

Description and Rationale:

The budget in 2025 and 2026 includes Engineering design and approvals to be completed by a Consulting Engineer for engineering services related to the full scope of the reconstruction and upgrading of 9th Avenue East road and sidewalk infrastructure from 20th Street East (including intersection improvements) to 23rd Street "A" East as well as other required existing storm water management infrastructure upgrades. Note: The budget cost estimate does not include traffic signals installation at the 20th St E intersection, if warranted. The Consulting Engineer will be retained by to mid-2025 with design and approvals completed in 2026 to allow for tendering in early 2028, should the City be successful in obtaining Housing Enabling Core Servicing Stream grant funding, anticipated to be 50% of road and road related eligible costs.

This project's scope (tentatively planned for 2027 construction) is as follows:
1. Reconstruct 9th Avenue East from 20th St E to 23rd St E to the approved collector road cross-section including two vehicle lanes, two bike lanes (no on-street parking), concrete curb and gutter, concrete sidewalk on both sides of the road and potential upgrading of street lighting (not included in budget estimate).
2. Upgrade the 9th Ave E/20th St E and 9th Ave E/23rd St E intersections to improve traffic control, pedestrian use/accessibility and cycling facility.
3. Replace 175 m of existing AC Industrial Pressure Zone (IPZ) watermain from 20th St E to 21st St E and 160 m of existing AC IPZ watermain south of 23rd St E (intervening watermain was replaced in 2022).
4. Upgrade the storm sewer on 9th Ave E from 23rd St E to 23rd St "A" E.
5. Upgrade the storm sewer on 8th Ave E from Odawa Heights to 21st St E.
7. Construct temporary storm water infiltration trench, if required, on 23rd St E, west of 8th Ave E. Alternatively, construct storm sewer on 23rd St E from 8th Ave E, westerly, then southerly along 6th Ave W to the existing road terminus, at developer's expense (as part of a subdivision development) with City to pay storm sewer oversizing cost. Note: The budget cost estimate does not include this cost as it is unknown which alternative will be available at the time of construction.
8. Construct a concrete sidewalk on 8th Ave E - 20th St E to 23rd St E.
There is $20,000 required in 2028 and $20,0000 in 2029 for maintenance period administration cost (included in 2027 figures) to bring the total project budget to $7,740,000.

Attach Images: 25P.12.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

9th Avenue East - 20th St E to 23rd St "A" E 25P.12

Priority Score: 74.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	This project will impact commuters, schools near 9th Ave E and local residents combined. It will also enable new housing units in the East Hill Bluffs Planning Area under the City's Official Plan.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Road is in poor condition and lacks City infrastructure such as sidewalk, bike lanes, curbs, gutters and storm sewers to improve road safety. Multiple injuries may result.
Legislation	Is the project required for legislative/regulatory compliance?	4	Project completion ensures the City is in compliance with legislation for minimum maintenance and accessibility standards.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	Road surface is identified for replacement. It has failed and should have safer road cross section with AODA sidewalks. Moderate consequences resulting.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Major improvements to operational performance would be achieved with the completion of this project in terms of road repairs, water main repairs and localized drainage. Financial savings will be achieved once project is completed.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	Housing Enabling Core Servicing Stream funding at 50% or eligible road and road related costs is assumed to allow this project to proceed in the noted timeline.
Environment	Does the project address needs impacted by climate change?	2	Storm water infrastructure will be improved and prevent further detriment. Improved road with bike lanes and sidewalks will result in reduced emissions.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Improving road condition has been identified in the Strategic Plan to improve the road's PCI.
Public Input	Has the project been identified through public engagement?	2	This project has been mentioned informally through public engagements. Specifically local residents and developers and an approved cross-section has been adopted.

16th St E Pedestrian Tunnel Rehabilitation 25P.13

Priority Score: 58.20

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 50

Priority Level: High
Department: Public Works and Engineering
Staff Contact: Chris Webb

Cash Flow Projection:	2025	2026	2027 +
Studies			
In House Engineering			$ 6,000
Design or Engineering	$ 48,545	$ 48,545	$ 86,293
Communication / Signage			
Construction / Contractor			$ 1,122,246
Materials			
Equipment/Misc			
Contingency			$ 167,192
Total	$ 48,545	$ 48,545	$ 1,381,731

Costs Incurred to 2024 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 1,478,821

Schedule:

Construction Start Date: 05/01/2027

Substantial Completion or purchase date: 11/30/2027

Funding Sources:

Tax Levy	$ 159,282
Grant	$ 1,325,539
Please Select	
Please Select	
Please Select	
Capital Reserve	

Description and Rationale:

This pedestrian tunnel is for the multi-use Grey County CP Rail Trail but also serves as the culvert for a 100 year storm event in the West Telfer Creek Branch water course. There is a low-flow storm water culvert east of this location as well. The pedestrian tunnel is showing signs of water and chlorides (from road salt) penetration resulting in concrete spalling in the tunnel soffit (ceiling).

The 2024 updated Inspection Report indicates that this tunnel requires a new membrane to be installed on top of the structure together with repairs to the deteriorated sections of the tunnel. A significant portion of the rehabilitation cost may be related to management of traffic for Highway 26/16th St E during construction, depending on the type of repair/rehabilitation. During the design phase of the project, other repair or rehabilitation techniques will be investigated.

Engineering design and approvals would be completed in 2025/2026 with construction planned in 2027.

As this structure is on the Highway 26 Connecting Link, engineering design, construction and project administration costs may be eligible for up to 90% Connecting Link (CL) grant funding, to a project maximum eligible cost of $3,000,000. Please note that in-house staff costs are not funding eligible. Once the repair and rehabilitation technique is identified and designed, a detailed construction cost estimate can be prepared. A submission for CL funding has been submitted to MTO based on the preliminary estimate indicated on this project detail sheet. It is noted that the project construction cost identified is very preliminary and is subject to the selection of an appropriate rehabilitation technique. The project may be delayed, subject to receiving CL grant funding. 10% of the total eligible costs plus all In-house Engineering (City staff) costs are the City's responsibility.

An application has been submitted for Intake 10 Connecting funding starting in 2025 through 2027 inclusive (with all eligible costs submitted by 31 March 2028).

Attach Images: 16th St E Pedestrian Tunnel.PNG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

16th St E Pedestrian Tunnel Rehabilitation 25P.13 Priority Score: 58.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This trail is used in all seasons for hiking, running, cycling and snowmobiling. This structure also is supporting the 16th St E road.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	The level of risk is increasing for health and safety leading to possible injury.
Legislation	Is the project required for legislative/regulatory compliance?	4	Inspection of bridges and Culverts (tunnel) are legislatively required bi-annually.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This asset is showing signs of failure and delayed maintenance may cause increased costs in the future. This tunnel also supports storm water and waste water (trunk sewer) infrastructure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This project will provide little improvement to operational performance.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	4	This project may be eligible for future Connecting Link funding (Highway 26).
Environment	Does the project address needs impacted by climate change?	1	This project has little to no impact on the natural environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	This project will maintain the safe use of a public trail and a vital Arterial Road (Highway 26/16th St E).
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project will have little aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project will help support a core service delivery
Public Input	Has the project been identified through public engagement?	2	This project has been mentioned in terms of the current state of the tunnel's condition verbally by the public

Public Works Shop Radiant Heater Replacement

26M.5

Priority Score: 26.10

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	15	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$88,600	**Location/Coordinates:**	1900 20th St. E.

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 54,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 54,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 54,000

Schedule:

Construction Start Date: 07/01/2026

Substantial Completion or purchase date: 08/30/2026

Funding Sources:

Tax Levy	$ 54,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The existing radiant heating system at the Public Works storage building is scheduled for replacement. The City will be undertaking a heater replacement program at multiple facilities with the intent that new equipment will reduce annual energy consumption and costs, while providing similar or improved output for facility users.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Public Works Shop Radiant Heater Replacement 26M.5

Priority Score: 26.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	The radiant heating system supports the staff that utilize the storage bays of the PW work shop.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There are no health and safety issues at this time.
Legislation	Is the project required for legislative/regulatory compliance?	1	There are no known legislative/regulatory compliance requirements associated with the replacement of the equipment
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure with a low consequence of failure with the assumption that equipment is readily available.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight improvement on operational efficiency through reduced energy consumption. This will be confirmed once the proper equipment has been selected.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for a grant once the annual consumption and proposed equipment has been confirmed.
Environment	Does the project address needs impacted by climate change?	2	There will be a slight improvement to the environment through the potential change from fossil fuel powered equipment to cleaner sources.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services through ensuring that an adequate facility portfolio is maintained in order to deliver services out of them.
Public Input	Has the project been identified through public engagement?	0	This project has not been identified through public feedback.

Public Works Building Roof Section 1 Replacement

26M.6

Priority Score: 23.40

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$586,250	**Location/Coordinates:**	1900 20th St. E.

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 385,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 385,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 385,000

Schedule:

Construction Start Date: 06/01/2026

Substantial Completion or purchase date: 06/30/2026

Funding Sources:

Tax Levy	$ 385,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Roof Section 1 is over the equipment storage facility and was installed in 1990 during the construction of the public works facility. The roof section was restored in 2014 and is under warranty until 2024.

The City's roof inspection consultant has recommended replacement after the warranty period has expired based on the lifecycle deterioration and some minor ongoing issues.

It is anticipated that the roof will be replaced alongside the replacement of Roof Section 2.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Public Works Building Roof Section 1 Replacement	26M.6	Priority Score:	23.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	With the exception of Household Hazardous Waste events, the equipment storage facility is accessed by public works staff only.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety unless the roof deteriorates to the point that there is leakage and structural weakening.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure based on the lifecycle and other deterioration.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight improvement on operational efficiency by reduced maintenance related repairs.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Public Works Building Roof Section 2 Replacement

26M.7

Priority Score: 23.40

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$408,300	**Location/Coordinates:**	1900 20th St. E.

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 264,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 264,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 264,000

Schedule:

Construction Start Date: 06/01/2026

Substantial Completion or purchase date: 06/30/2026

Funding Sources:

Tax Levy	$ 264,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Roof Section 2 is over the administrative area of the facility and was installed in 1990/2003 during the construction/renovation of the public works facility. The roof section was restored in 2014 and is under warranty until 2024.

The City's roof inspection consultant has recommended replacement after the warranty period has expired based on the lifecycle deterioration and some minor ongoing issues.

It is anticipated that the roof will be replaced alongside the replacement of Roof Section 1.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Public Works Building Roof Section 2 Replacement	26M.7	Priority Score:	23.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	With the exception of limited visitors to the front counter, the equipment storage facility is accessed by public works staff only.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety unless the roof deteriorates to the point that there is leakage and structural weakening.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure based on the lifecycle and other deterioration.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight improvement on operational efficiency by reduced maintenance related repairs.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Public Works Building Roof Section 3 Replacement

26M.8

Priority Score: 23.40

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	25	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$62,800	**Location/Coordinates:**	1900 20th St. E.

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 44,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 44,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 44,000

Schedule:

Construction Start Date: 06/01/2026

Substantial Completion or purchase date: 06/30/2026

Funding Sources:

Tax Levy	$ 44,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Roof Section 3 is over the equipment storage area of the facility and was installed in 1990 during the construction of the public works facility. The roof section was restored in 2014 and is under warranty until 2024.

The City's roof inspection consultant has recommended replacement after the warranty period has expired based on the lifecycle deterioration and some minor ongoing issues.

It is anticipated that the roof will be replaced alongside the replacement of Roof Section 1&2.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Public Works Building Roof Section 3 Replacement	26M.8	Priority Score:	23.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Roof Section 3 of facility is accessed by public works staff only.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety unless the roof deteriorates to the point that there is leakage and structural weakening.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure based on the lifecycle and other deterioration.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight improvement on operational efficiency by reduced maintenance related repairs.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Water System Model Update & Training 26N.1

Priority Score: 59.60

Project Type:	Enhancement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Water Treatment Plant

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 15,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 15,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 15,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates	$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City's Engineering Department maintains a working computer model of the water distribution system

This is typically used to assess the impact of proposed changes, whether permanent, or temporary due to construction.

It is an invaluable too, but requires updates as the water system, and software, changes.

Attach Images: water model.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Water System Model Update & Training 26N.1

Priority Score: 59.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Accurate modeling of the water system is important to ensure the impact of changes on fire flows in the City are understood.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	There is some probability of a modeling error resulting in an issue with fire flows.
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	A failure to accurately assess fire flows can result in mischaracterization (ie colour coding) of individual hydrants, which could cause the fire department to select the "wrong" hydrant.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Condition Assessment Municipal Reservoir 26N.2

Priority Score: 73.30

Project Type:	Study	**Priority Level:**	Very High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	8	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Municipal Reservoir 8th St

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 20,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 20,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 20,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates	$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

As per the City's DWQMS Operational Plan, the reservoir is due for inspection every 8 years. This is completed using a remotely operated vehicle to inspect the inside of the reservoir, without having to drain it.

The walls, columns, and floor are inspected for any abnormalities and a report is provided on the overall condition.

Attach Images: Res 1.jpg; Res 2.jpg; Res 3.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Condition Assessment Municipal Reservoir 26N.2

Priority Score: 73.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This affects the primary water reservoir which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	If failure led to contamination of the drinking water this could be characterized as a serious public health and safety risk.
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The work is identified on the 10-year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Reservoir issues resulting in low chlorine residual or high turbidity could result in Boil Water Advisories
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Valve Replacements 2026

26N.3

Priority Score: 64.80

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Water Treatment Plant

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 40,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 40,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 40,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates	$ 40,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

There are a number of valves and components associated with valves such as actuators in the water plant that range in size and age from fairly new to 55 years old (original).

For proper operation of the plant, these valves need to open and close on a very frequent basis, to prevent backflow, control flow or pressure for proper operation of the plant process. Valve replacements usually are incorporated into larger scale projects such as piping rehabilitation or can be isolated to a particular pipe.

Attach Images: Valve 1.jpg; Valve 2.jpg; Valve 3.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Valve Replacements 2026 — 26N.3 — Priority Score: 64.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This affects the Water Treatment Process which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Valve failure could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Failure of a significant valve in the water treatment plant could reduce water treatment production.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Piping Rehabilitation WTP 2026

26N.4

Priority Score: 68.80

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Water Treatment Plant

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 250,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 250,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 250,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates	$ 250,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Due to aging piping in the facility, including original piping from the late 1960's, there are a number of pipes that are rusting to the point of needing replacement.

Repainting has been considered in the past, but is not an option due to lead content in the paint which would require full lead paint abatement removal job, an expensive option for old pipe. Additionally wall thickness of the older pipe has become reduced by long term corrosion.

Replacement with stainless steel piping is therefore the preferred option.

Recall that several stainless piping upgrades have been completed in the past under different projects in 2005, 2013 (emergency repair), and 2020.

Attach Images: piping 1.jpg; piping 2.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Piping Rehabilitation WTP 2026 26N.4 Priority Score: 68.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This affects the Water Treatment Process which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Pipe failure could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure of a major piping system in the water treatment plant would be a designated emergency and could stop water treatment production.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Instrumentation Replacement

26N.5

Priority Score: 64.80

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	15	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Water Treatment Plant

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 30,000		$ 30,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 30,000	$ 0	$ 30,000

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 60,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates	$ 60,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Instrumentation within the facility ranges from computer related components to analog input/output cards, digital input and output cards, PLC processors, network cards, network cabling, fibre optics, power supplies, relays, and backup power (UPS).

These devices are important for meeting regulatory requirements and keeping equipment within its lifecycle is critical. To change out everything at the same time can be a challenge, so staged approaches to change out components is a preferred option. The main Plant PLC was upgraded in 2012, including a number of associated components. For the continued ongoing success with the computer architecture, these components will need to be replaced as needed.

Attach Images: Instrumentation.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Instrumentation Replacement 26N.5 Priority Score: 64.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This affects the Water Treatment Process which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Instrumentation failure could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Failure of a significant instrument could reduce water treatment production.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Pump Control Replacements

26N.6

Priority Score: 68.80

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	15	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Water Treatment Plant

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 200,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 200,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 200,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates	$ 200,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

When pumps are called to start, there are three ways this can happen; one is "across the line", which means the motor starts immediately at full 600 Volt, and instantly goes to full speed, the second is a Soft Start, which slowly increases the pump to 100% speed, and shuts it down in the same fashion, then there are Variable Frequency Drives (VFD's) that can run in a range between minimum and maximum speed during operation. VFD's are by far the most efficient energy-users, and also are much easier on a piping system (ie water hammer)

Some of the pump control systems still require some upgrades to either Soft Starts or Variable Frequency Drives. These pump control systems offer electrical protection to the starter and the motor and help prolong the life of the motor.

Attach Images: pump control.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Pump Control Replacements 26N.6 Priority Score: 68.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This affects the Water Treatment Process which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Pipe failure due to water hammer could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure of a major piping system in the water treatment plant would be a designated emergency and could stop water treatment production.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Repalcement Sluice Gates 2026

26N.7

Priority Score: 68.80

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Water Treatment Plant

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 350,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 350,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 350,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates	$ 350,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Sluice gate valves are used generally for isolation of large treated or raw water wells. These valves are normally bolted to a divider wall between two wells, and only closed for maintenance or inspection purposes.

The sluice gates all through the plant are original (late 1960's), except for one that was replaced in 2020, which was the main valve that allows water into the plant from Georgian Bay. These valves have exceeded their expected useful life and should be replaced on a priority basis.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Repalcement Sluice Gates 2026 26N.7

Priority Score: 68.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This affects the Water Treatment Process which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Sluice gate failure could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure of a sluice gate in the water treatment plant would be a designated emergency and could stop water treatment production.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

WTP Building Condition Assessment Implementation

26N.8

Priority Score: 60.90

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	10-25 Years	**Staff Contact:**	Manager of Water and Wastewater
Future Replacement Cost:	Varies	**Location/Coordinates:**	

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 340,000	$ 340,000	$ 340,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 340,000	$ 340,000	$ 340,000

Costs Incurred to 2025 Year End

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 1,020,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Water Rates	$ 1,020,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The 2024 building condition assessment identified approximately $3 Million in non-treatment facility component rehabilitation or replacements over the next 5 years. The 2026 to 2028 period will address electrical and building envelope issues, and will include the transformer replacement project that commenced in 2022.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

WTP Building Condition Assessment Implementation	26N.8	Priority Score:	60.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This affects the Water Treatment Process which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Pipe failure could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	The failure of electrical equipment, especially the transformer, is both a high risk of failure and a high consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be be a slight impact on operational efficiencies as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project will be funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no enviromental changes.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project maintains an existing city asset.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	There is little aesthetic value as the majority of the work is within the existing facility.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports the core delivery of services.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Water & Wastewater Capital Needs Assessment 26N.13

Priority Score: 86.00

Project Type:	Consulting	**Priority Level:**	Very High
Growth Related?:	Yes	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	Enter Estimated Useful Life	**Staff Contact:**	Bryce McDonald
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Public Works

Cash Flow Projection:

	2026	2027	2028
Studies	$ 250,000		
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 250,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 250,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Water Rates	$ 130,000
Waste Water Rates	$ 70,000
OCIF Formula	$ 50,000
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The purpose of this project is to take a comprehensive look at our aging Water Filtration Plant processes and vertical infrastructure to better understand asset conditions and support the prioritization of asset renewal or rehabilitation. Previous asset management plans and condition assessments focused on building envelope, electrical/mechanical systems and other building items not focused on process, instrumentation and specialized equipment. The primary outcome of this project will be to develop a lifecycle/condition based replacement or rehabilitation schedule along with capital project sheet description/rationale, budgetary costs to support financial forecasting, resourcing, incorporating emerging technologies, regulatory changes, climate change, energy conservation and projected population growth. It would also be beneficial if the assessment identified high level growth, expansion and planning opportunities on each site. The first phase of this project would be to retain a consultant to assist with a terms of reference for procurement of and RFP to complete the Capital needs assessment.

The capital needs assessment would ideally provide a realistic phased schedule to allow for sufficient time for procurement, design and construction. Prioritized project sheets would be completed from 2030 to 2035 with key asset replacements or refurbishments listed out to 2040.

2025 - Consultant support to draft T of R and complete LiDAR scans
2026 - Post RFP, award and execute

Facilities to be included in Water Capital Needs Assessment include:
- Water Treatment Plant
- East Hill Booster Station
- East Hill Reservoir
- Beattie Booster Station
- Bulk Water Fill (Public Works)

Facilities to be included in Wastewater Capital Needs Assessment include:
-Wastewater treatment Plant
-Westside Pump Station

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Water & Wastewater Capital Needs Assessment **26N.13** **Priority Score:** **86.00**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	All City of Owen Sound residence
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Failure of critical process infrastructure will have significant impact on public health and safety including fire protection
Legislation	Is the project required for legislative/regulatory compliance?	4	Our Municipal Drinking Water License requires us to maintain an approved up to date financial plan for the maintenance and replacement of our water and wastewater infrastructure, failure to do so may result in lose of our authority to operate.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	Key step in responsible asset management
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Provides sound construction phasing and sequencing for operational performance
Financing	Can the cost of investment be leveraged or are there partnership funds available?	4	Yes. Funding support confirmed. $50,000
Environment	Does the project address needs impacted by climate change?	5	Individual projects will mitigate environmental impacts.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	0	
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	Aligns with responsible management
Public Input	Has the project been identified through public engagement?	0	

Flow Meter Replacement - Backwash and Industrial

26N.14

Priority Score: 74.40

Project Type:	Replacement	**Priority Level:**	Very High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	15	**Staff Contact:**	Bryce McDonald
Future Replacement Cost:	75000	**Location/Coordinates:**	Enter Location Info/Coordinates

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 60,000		
Materials	$ 60,000		
Equipment/Misc			
Contingency			
Total	$ 120,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 120,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Tax Levy	
Grant	
Reserves	$ 90,000
Please Select	
Please Select	
Capital Reserve	$ 30,000

Description and Rationale:

Replace two (one 18" backwash and one 10" Industrial POE) outdated, unreliable strap-on ultrasonic flow meters with magnetic flow meters. Current instrumentation is out of date and provides inconsistent/inaccurate flow measurements. Industry standard is magnetic flow meters for durability, accuracy, ease of use and process piping forgiveness. Costs associated with this project are for the supply of standardized flow meters that are consistent within the plant and the costs associated with construction are for the fabrication and installation of associated spoil pieces, air relief valves, isolation valves, hardware and programming.

Consider adding raw water flow meters. Ultrasonic flow meters are out of date and need replaced.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Flow Meter Replacement - Backwash and Industrial	26N.14	Priority Score:	74.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Entire city.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Key components of drinking water treatment plant
Legislation	Is the project required for legislative/regulatory compliance?	5	O. Reg 170. and Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	Yes
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Critical components of water treatment plant
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No
Environment	Does the project address needs impacted by climate change?	4	Severe weather causes additional backwash demand.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	0	
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	City that Grows. Ensures future water supply needs are met.
Public Input	Has the project been identified through public engagement?	0	

Process Structural Esp Clarifiers 26O.1

Priority Score: 73.30

Project Type:	Rehabilitation	**Priority Level:**	Very High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Wastewater Treatment Plant

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 150,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 150,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 150,000

Schedule:

Construction Start Date: 04/01/2026

Substantial Completion or purchase date: 11/30/2026

Funding Sources:

Waste Water Rates	$ 150,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Clarifiers 1&2 were constructed in 1962, and 3&4 in 1976. Little work has been done in the past to maintain these structures.

Remediation is required for concrete, expansion joints and safety railings.

Attach Images: Struct1.jpg; struct2.jpg; strcut3.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Process Structural Esp Clarifiers 26O.1

Priority Score: 73.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This can affect the wastewater treatment train which affects the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Structural issues with the hand railings could pose significant risk for staff
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Clarifier Failure would jeopardize the entire treatment process
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Reserves
Environment	Does the project address needs impacted by climate change?	2	Necessary work is required to ensure uninterrupted wastewater treatment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Sanitary Sewer Tracked Camera 26O.2

Priority Score: 59.30

Project Type:	New Asset	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	20	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Wastewater Treatment Plant

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 60,000		
Contingency			
Total	$ 60,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 60,000

Schedule:

Construction Start Date: 04/01/2026

Substantial Completion or purchase date: 11/30/2026

Funding Sources:

Waste Water Rates	$ 60,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Small sanitary sewer tracked cameras are becoming more economical and their capabilities continue to increase.

Historically when sewer issues require troubleshooting, the operators retain a third party to bring in a tracked camera.

(The City has a sewer camera but it is a camera with a push cable, only suitable for laterals and very short main inspections.)

Having this capacity in house would decrease the third party costs, and improve the ability to immediately troubleshoot issues such as sewer backups.

Attach Images: deep trekker.jpg; deep trekker 2.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Sanitary Sewer Tracked Camera 26O.2

Priority Score: 59.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	Sewer backups can adversely affect one or more households at a time.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Sewer backups are a serious health risk to homeowners.
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	N/A New Asset
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Increased time to diagnose sewer emergencies in some cases
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

8th St E Multi-Use Path & Lighting 26P.3

Priority Score: 47.40

Project Type:	New Asset	**Priority Level:**	Moderate
Growth Related?:	Yes	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Chris Webb
Future Replacement Cost:	$1,973,000 (2077)	**Location/Coordinates:**	8th St E - 11th Ave E to 20th Ave E

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering	$ 2,000	$ 2,000	
Design or Engineering	$ 38,000	$ 18,000	$ 10,000
Communication / Signage			
Construction / Contractor		$ 380,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 40,000	$ 400,000	$ 10,000

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 450,000

Schedule:

Construction Start Date:	04/05/2027
Substantial Completion or purchase date:	11/26/2027

Funding Sources:

Please Select	
Debenture	$ 450,000
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Grey County Transportation Services is planning to construct 8th Street East/Grey Road 5 in 2027 to a full urban cross-section (south side). This is related to the Flato - Greystone Village Subdivision and Redhawk - 8th Street (East) Subdivision developments.

For the City's part, this project involves having a new multi-use path (3 m wide paved Active Transportation Route) constructed on the south side of 8th Street East from 11th Avenue East to 20th Avenue East, a distance of approximately 1200 m. Upgrading the existing street lighting is included in the scope of the project.

Approximately 88% of the City's costs will be included in the subdivision agreements and will be recovered from the developers (indicated as "Donations"), except for the 150 m segment from 11th Street East to the Greystone Village Subdivision west property line. This portion will be funded by the City and potentially recovered from the redevelopment of the corresponding property.

Attach Images: 8th St E Multi Use Path.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

8th St E Multi-Use Path & Lighting 26P.3

Priority Score: 47.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	This project will support active transportation for the new upcoming developments (Red Hawk & Flato).
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Serious injuries or death may occur due to pedestrian or cyclist use of the south side of the road if this multi use path does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	4	This project is required to continue to be compliant by including pedestrian and cyclist facilities for new residential development.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	This project is a new asset and therefore not included in an asset management plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	0	This project will require additional operational resources
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	The developers are responsible for constructing this multi-use path fronting their properties. The City will be responsible for the cost of the western segment of the path.
Environment	Does the project address needs impacted by climate change?	1	This project will have minor beneficial effect on the environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	This project will have minor impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	During the design of this project the street scape will be reviewed and concideration for planting bulovard trees will be looked at to increase the asthetic's of the road
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery
Public Input	Has the project been identified through public engagement?	3	This project has not been identified by the public but will be as part of public engagement through the subdivision approval process.

2nd Ave W/Grey Road 1 - 10th St W to 14th St W (675 m)

26P.4

Priority Score: 53.70

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	Yes	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Chris Webb
Future Replacement Cost:	$2.5 M (2077)	**Location/Coordinates:**	2nd Ave W - 10th St E to 14th St E

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering	$ 3,000	$ 5,000	
Design or Engineering	$ 52,000	$ 45,000	$ 15,000
Communication / Signage			
Construction / Contractor		$ 500,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 55,000	$ 550,000	$ 15,000

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 620,000

Schedule:

Construction Start Date:	05/03/2027
Substantial Completion or purchase date:	11/26/2027

Funding Sources:

Tax Levy	$ 15,000
OCIF Formula	$ 605,000
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Grey County Transportation Services plans to reconstruct or rehabilitate 2nd Avenue West (Grey Road 1) from 10th Street West to 14th Street West in 2027. Improvements such as constructing new or extending existing turning lanes may be included in the project scope, where possible.

The City's underground infrastructure is generally in good condition, with most infrastructure having been constructed in the 1980s and 1990s, and does not require replacement. There may be some minor improvements required such as water valve replacements or rehabilitation and sanitary sewer repairs, which will be at the City's cost. These costs are not included at this time as the extent of the replacement work is unknown. This will be assessed when the project Engineering is undertaken in 2026.

Replacement of curb and gutters is expected together with catch basins that will have to be rehabilitated or replaced, at the County's cost, although there may be some cost sharing with the City. Storm sewer replacement is not planned.

As the County may be fully reconstructing the road, it may be necessary to replace all of the sidewalks, especially on the west side where the sidewalk is curbfaced. The sidewalks are generally in good condition at the present time, therefore there will be consideration to avoid replacing sidewalk where possible. The cost shown for construction in 2027 is a very preliminary estimate for sidewalk and storm water infrastructure that may be replaced, at the City's cost. There will be further project scope refinement to determine City and County responsibility.

Attach Images: 2nd Ave W 10thst - 14th St.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

2nd Ave W/Grey Road 1 - 10th St W to 14th St W (675 m) **26P.4** **Priority Score: 53.70**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	This section of road has a traffic count of approximately 5,100 AADT
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor trips and fall may result due to the sidewalk condition
Legislation	Is the project required for legislative/regulatory compliance?	4	This project is required to continue to be compliant under minimum maintenance standards
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The assets in this road are reaching their useful life and should be replaced before they have multiple failures.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	This project will have slight operational operational efficiencies due to the underground infrastructure being replaced.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	This project will be coordinated with the County reconstruction so the road portion would be covered by the County.
Environment	Does the project address needs impacted by climate change?	1	This project will have little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	This project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	During the design of this project the street scape will be reviewed and concideration for planting bulovard trees will be looked at to increase the asthetic's of the road
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery
Public Input	Has the project been identified through public engagement?	1	This project has been mentioned by unsolicited feedback regarding the sidewalk condition on this section of road.

Pedestrian/School Crossing - 9th Ave E at 15th St "A" E

26P.5

Priority Score: 46.20

Project Type:	New Asset	**Priority Level:**	Moderate
Growth Related?:	Yes	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Chris Webb
Future Replacement Cost:		**Location/Coordinates:**	9th Ave E at 15th St "A" E

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering	$ 4,000		
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 46,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 50,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 50,000

Schedule:

Construction Start Date: 03/25/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Tax Levy	$ 50,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project involves installing an improved school/pedestrian crossing for 9th Avenue East at 15th Street "A" East. The goal of the project is to improve driver awareness and pedestrian safety at this supervised school crossing.

The improvements will include the installation of rapid flashing signals, upgraded signage and road markings and possibly a reduced speed zone during school crossing hours, if technically warranted.

This would be a similar project to the 10th St W & 6th Ave W school crossover upgrade in 2025.

Attach Images: 25P.3.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Pedestrian/School Crossing - 9th Ave E at 15th St "A" E **26P.5** **Priority Score:** **46.20**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	This project will provide improved safety for pedestrians, students, crossing guards and drivers.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Serious injuries may occur due to the high volume of traffic during the periods of student pedestrian crossing activity and conditions.
Legislation	Is the project required for legislative/regulatory compliance?	4	This project will ensure the City remains compliant with legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This will enhance an existing asset.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	This project will not address needs impacted by climate change.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This projects supports core service delivery.
Public Input	Has the project been identified through public engagement?	2	Has been mentioned informally through public engagements.

5th Avenue East (RW-4) - 700 block - east side

26P.7

Priority Score: 44.20

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	80	**Staff Contact:**	Chris Webb
Future Replacement Cost:	$4M (2107)	**Location/Coordinates:**	725 5th Avenue East

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering	$ 5,000	$ 5,000	
Design or Engineering	$ 70,000	$ 25,000	
Communication / Signage			
Construction / Contractor		$ 370,000	$ 10,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 75,000	$ 400,000	$ 10,000

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 485,000

Schedule:

Construction Start Date:	05/31/2026
Substantial Completion or purchase date:	11/30/2026

Funding Sources:

Tax Levy	$ 485,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This projects involves replacement of this retaining wall. It is constructed with stone and mortar and is typical of many former retaining walls in the City that have been replaced.

The April 2021 Retaining Walls inspection report recommended that this wall should be replaced in 6 to 10 years (2026 to 2030).

A section of the wall has started to lean into the roadway and a large vertical crack has opened in the mortar where the section begins to lean. Mortar is crumbling throughout the wall. The maximum wall height is 1.1m and the wall is retaining soil.

The cost indicated in 2028 is for administration of the maintenance period in 2028 and 2029.

Attach Images: 5th Ave E Retaining Wall (700 Block).JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

5th Avenue East (RW-4) - 700 block - east side	26P.7	Priority Score:	44.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	This retaining wall will affect traffic on a low volume local road. It is supporting soils and a residential driveway fronting 735 5th Ave E.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Major injuries may result (minor car accidents due to the retaining wall proximity to the adjacent travel lane)
Legislation	Is the project required for legislative/regulatory compliance?	4	This project will continue to keep us in compliance from good engineering design.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	Some signs of failure are showing (cracking) and should allow this retaining wall to be replaced.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	This retaining wall replacement may allow for more effective snow plowing since snow storage will be considered in the redesign of this wall
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Currently there is no opportunity for grant funding
Environment	Does the project address needs impacted by climate change?	1	This project will have little or no impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	This project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	This project will be subject to a heritage review regarding the cultural significance of this retaining wall. The wall's rustic appearance, while possibly having cultural heritage value, is becoming a visual as well as structural liability.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	This project is not directly aligned to the strategic plan
Public Input	Has the project been identified through public engagement?	0	This project has not been identified by the public

East OS Master Servicing Study Update (Sydenham Hts. Ph. 1 & 2) **26P.8** **Priority Score: 21.10**

Project Type:	Study	**Priority Level:**	Moderate
Growth Related?:	Yes	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	25	**Staff Contact:**	Chris Webb
Future Replacement Cost:	$410,151 (2061)	**Location/Coordinates:**	South-east Quadrant of City

Cash Flow Projection:

	2026	2027	2028
Studies	$ 245,000		
In House Engineering	$ 5,000		
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 250,000	$ 0	$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 250,000

Schedule:

Construction Start Date:	06/01/2026
Substantial Completion or purchase date:	12/30/2026

Funding Sources:

Tax Levy	$ 83,000
Water Rates	$ 83,500
Waste Water Rates	$ 83,500
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City had the East Owen Sound Master Servicing Study (EOSMSS) completed in 2007. The purpose of the study was to provide a master plan and identify servicing plans to meet the demands of growth and development in the Sydenham Heights Phase 1 and 2 (Official Plan - Secondary Plans) Service Area.

The EOSMSS provides guidance to City Planning and Engineering staff and developers as to how and where water, waste water and storm water services are to be provided.

As this area has experienced growth and development and a number of the recommended servicing construction and upgrading projects have been completed, the study should be updated to reflect the improvements, refine the plans and provided updated strategies and techniques to further guide and inform the City's development process in this area.

The terms of reference for the updated study will include climate change adaptation measures and recommend best practice designs for resilient infrastructure.

Attach Images: East OS Master Servicing Study Update (Sydenham Hts. Ph. 1 & 2).JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

East OS Master Servicing Study Update (Sydenham Hts. Ph. 1 & 2) **26P.8** **Priority Score: 21.10**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	This study update will review the key growth and development areas of the City and provide guidance for future continuing development in the Sydenham Heights Phase 1 and 2 areas.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement for completing this study
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This will be an update to the existing East Side Master Servicing Study
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This will have little or no effect on current operations
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	These types of studies are eligible for Development Charge calculations and revenue funding.
Environment	Does the project address needs impacted by climate change?	2	This project will provide a minor benefit for the environment by informing best design practices for storm water management (SWM) and the construction of adaptable and resilient SWM infrastructure for the development process.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	This project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery regarding growth within the City
Public Input	Has the project been identified through public engagement?	0	This project has not been identified by the public

20th Street East Culverts (OS-10) - West of 28th Ave E

26P.9

Priority Score: 40.60

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	80	**Staff Contact:**	Chris Webb
Future Replacement Cost:		**Location/Coordinates:**	20th St E Culverts - West of 28th Ave

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering	$ 5,000	$ 5,000	$ 1,000
Design or Engineering	$ 95,000	$ 40,000	$ 9,000
Communication / Signage			
Construction / Contractor		$ 675,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 100,000	$ 720,000	$ 10,000

Costs Incurred to 2025 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 830,000

Schedule:

Construction Start Date:	06/28/2026
Substantial Completion or purchase date:	08/27/2027

Funding Sources:

Tax Levy	$ 830,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This dual culvert under 20th Street East has reached the end of its useful service life.

The Engineering design will be completed in 2026 for construction planned in 2027 estimated at $675,000.

The costs indicated in 2028 are for the administration of the two-year maintenance period in 2028 and 2029.

Attach Images: 24P.5.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

20th Street East Culverts (OS-10) - West of 28th Ave E	26P.9	Priority Score:	40.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	This project will impact a small number of residents
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	This culvert is in poor condition and is in need of replacement.
Legislation	Is the project required for legislative/regulatory compliance?	4	The City has minimum maintenance standards it is required to meet. Structure is critically deficient. It must be replaced (closing/removal not practical).
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	Culvert replacement is identified in our Asset Management Plan this project has high probability of failure with moderate consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This project will have little to no impact on operational performance
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Tax revenue would be finding this project
Environment	Does the project address needs impacted by climate change?	3	The culvert is undersized and this may cause increased flooding. The project will prevent further detriment due to climate change.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	This project will maintain an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Some aesthetic value by rehabilitating a deteriorating asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	This project does not help meet a key result in the strategic plan.
Public Input	Has the project been identified through public engagement?	0	This project has not been identified through public feed back

Public Works Shop HWH Replacement 27M.3

Priority Score: 29.50

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	15	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$23,400	**Location/Coordinates:**	1900 20th St. E.

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 15,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 15,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 15,000

Schedule:

Construction Start Date:	04/01/2027
Substantial Completion or purchase date:	04/30/2027

Funding Sources:

Tax Levy	$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The existing hot water heater (HWH) at the Public Works is scheduled for replacement. The City will be undertaking a HWH heater replacement program at multiple facilities with the intent that new HWH units will reduce annual energy consumption and costs.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Public Works Shop HWH Replacement 27M.3

Priority Score: 29.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	Hot water is available to staff and the maximum amount of patrons allowed in the facility at any given time.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	While there is no direct health and safety impacts, access to hot water is important in a facility like the Public Works building.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance issues associated with the current equipment.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	There is a low consequence of failure and a low probability of failure associated with the current equipment.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Financial savings will be achieved as a result of the project due to the high volume of water used at this location.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for a grant depending on the annual consumption and the type of equipment that will be installed.
Environment	Does the project address needs impacted by climate change?	1	There will be minimal impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The replacement of the equipment will allow for the maintenance of the existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The HWH carries no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services through the maintenance of an adequate facility portfolio.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Hydrant Painting

27N.1

Priority Score: 57.40

Project Type:	Maintenance	**Priority Level:**	High
Growth Related?:	Partial	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	5	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Various

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 90,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 90,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 90,000

Schedule:

Construction Start Date: 04/01/2027

Substantial Completion or purchase date: 06/01/2027

Funding Sources:

Water Rates	$ 90,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Historically the Water Utility has refreshed hydrant paint approximately every five years. Hydrants are painted entirely yellow (except for the black cap shown) and the colour coding will be achieved via removable reflective rings on the side ports.

Attach Images: hydrant testing.jpg; hydrant.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Hydrant Painting

27N.1

Priority Score: 57.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Entire City Water Distribution System
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Poorly maintained hydrants can fail.
Legislation	Is the project required for legislative/regulatory compliance?	2	No legislation, but this is a best practice in the industry.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	Part of required maintenance of the assets
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Adversely affects hydrant life if not done.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Funded through water rates.
Environment	Does the project address needs impacted by climate change?	1	No impact on the environement
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	N/A
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	1	N/A

Hydrant Flow Testing

27N.2

Priority Score: 63.80

Project Type:	Maintenance	**Priority Level:**	High
Growth Related?:	Partial	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	0	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Various

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 50,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 50,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 50,000

Schedule:

Construction Start Date: 04/01/2027

Substantial Completion or purchase date: 06/01/2027

Funding Sources:

Water Rates	$ 50,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

With development continuing, the City's water system will have undergone considerable changes. It is required to re-test the fire flow capacity of the system to update hydrant capacities to provide the correct colour coding on the hydrants, in accordance with the National Fire Protection Association procedures.

Attach Images: hydrant testing.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Hydrant Flow Testing

27N.2

Priority Score: 63.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Entire City Water Distribution System
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Mischaracterising hydrant capacity can lead to the use of the incorrect hydrant by emergency services
Legislation	Is the project required for legislative/regulatory compliance?	5	NFPA 291
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	Part of required testing of the assets
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Can result in incorrect fire flow estimations which can affect fire protection for existing and new development.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Funded through water rates
Environment	Does the project address needs impacted by climate change?	1	No impact on the environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	N/A
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	N/A

Facility Maintenance i/c Roof

27N.3

Priority Score: 63.40

Project Type:	Maintenance	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	0	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Water Treatment

Cash Flow Projection:

	2027	2028	2029 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 475,200		
Contingency			
Total	$ 475,200	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 475,200

Schedule:

Construction Start Date: 04/01/2027

Substantial Completion or purchase date: 10/31/2027

Funding Sources:

Water Rates	$ 475,200
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City's 2024 Roof Inspection Program has recommended the replacement of the following roof sections at the Water Treatment Plant:

Roof Section 1, 2, 4, 5, 6, 7, 8 and 9.

Roof section 8 is recommended for replacement in 2025 but will be deferred to 2027, while roof sections 1 and 2 are recommended for replacement in 2028/29. All remaining sections are recommended for replacement in 2027. Staff are recommending combining all of the roof sections into one project for 2027 to minimize disruption at the facility and to achieve economies of scale by reducing the number of mobilization and demobilizations at the facility.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Facility Maintenance i/c Roof 27N.3 Priority Score: 63.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This affects the water treatment for the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Roof failure could affect water quality and staff safety
Legislation	Is the project required for legislative/regulatory compliance?	4	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	This is identified in the 10-year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Ultimately roof failure could cause leakage and damage to important treatment components; equipment and mechanical and electrical.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Not a direct link
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Not significant aesthetic impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	1	None

Storage Tank Biosolids Cleanout 27O.1

Priority Score: 69.30

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	$2,000,000 - 2064	**Location/Coordinates:**	Wastewater Treatment Plant

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 150,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 150,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 150,000

Schedule:

Construction Start Date: 05/31/2027

Substantial Completion or purchase date: 09/01/2027

Funding Sources:

Waste Water Rates	$ 150,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The biosolids storage tank (pictured) at the Wastewater Treatment Plant receives digested biosolids after treatment, and stores them for seasonal land application.

In time the tank accumulates sediment and debris and requires a cleaning for proper operation; especially mixing and pumping.

Attach Images: Storage tank.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Storage Tank Biosolids Cleanout 27O.1

Priority Score: 69.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This is the biosolids storage for the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Storage tank mixing or pumping failure could create adverse reactions in the tank, which could create dangerous and oderous gases.
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This is a recurring requirement for asset maintenance
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	This is a necessary regular activity in order to allow proper operation of the biosolids treatment train.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded through wastewater rates
Environment	Does the project address needs impacted by climate change?	1	Increased flows do not necessarily translate to increased biosolids production.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	Prevent a possible severe odour problem.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	0	None

WWTP Instrumentation/SCADA

27O.2

Priority Score: 66.00

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	7	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Wastewater Treatment Plant

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 150,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 150,000	$ 0	$ 0

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 150,000

Schedule:

Construction Start Date: 05/31/2027

Substantial Completion or purchase date: 09/01/2027

Funding Sources:

Waste Water Rates	$ 150,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

There is a need to regularly replace electrical and SCADA equipment which have a short lifespan.

This especially includes PLC's, computers, software upgrades, and various instrumentation and networking equipment.

IT Conversations

Attach Images: PLC-Panel.jpeg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

WWTP Instrumentation/SCADA 27O.2

Priority Score: 66.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This can affect the wastewater treatment train which affects the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	PLC failure poses a considerable risk to proper sewage treatment
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	PLC failure would result in the plant control system "Crashing" and sewage treatment could partially or entirely cease, (There are alarms in place to alert the operators of this outcome)
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Funded through wastewater rates
Environment	Does the project address needs impacted by climate change?	2	Wet weather flows are now more frequent but this is not as relevant a factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	No adverse affect
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	0	None

4th Ave W Reconstruction - Phase 2 - 17th St W to 20th St W

27P.1

Priority Score: 60.10

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 50 years - road, 100 years - mains and services

Priority Level: High
Department: Public Works and Engineering
Staff Contact: Chris Webb

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering	$ 15,000	$ 3,000	$ 3,000
Design or Engineering	$ 300,000	$ 17,000	$ 17,000
Communication / Signage			
Construction / Contractor	$ 3,185,000		
Materials			
Equipment/Misc			
Contingency	$ 200,000		
Total	$ 3,700,000	$ 20,000	$ 20,000

Costs Incurred to 2026 Year End

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 3,740,000

Schedule:

Construction Start Date: 03/30/2027

Substantial Completion or purchase date: 11/30/2027

Funding Sources:

OCIF Formula	$ 1,920,000
Water Rates	$ 910,000
Waste Water Rates	$ 910,000
Please Select	
Please Select	
Capital Reserve	

Description and Rationale:

This project involves reconstructing 4th Avenue West from 17th Street West to 20th Street West.

This project will include the second phase of reconstruction of the 4th Avenue West roadway, replacing all the failing municipal underground infrastructure and fully reconstructing curbs/gutters and sidewalks.

The Engineering design and approvals cost for this project phase is included in the 15th St W to 17th St W phase of construction. The Design or Engineering cost shown is for contract administration, inspection and materials testing during the construction period.

Attach Images: 4th Ave W.PNG; 1. 4th Ave W - 17th St W to 20th St W - Reconstruction.pdf

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

4th Ave W Reconstruction - Phase 2 - 17th St W to 20th St W	27P.1	Priority Score:	60.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	This will impact pedestrian and vehicular traffic on a collector road servicing a school.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries may result if this project does not proceed due to trip hazards.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	All the infrastructure under the road is currently past its life expectancy and is in need of replacement.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Improvements on the underground infrastructure and road will greatly reduce the amount of staff time and operational costs, as well we reduce liability due to flooding in the area
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	This project is mainly funded through OCIF.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain existing public infrastructure.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	This project will look at improving the aesthetic value of the road street scape by including boulevard trees where appropriate and feasible.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input	Has the project been identified through public engagement?	2	Has been mentioned informally through public engagements on the condition of the road.

3rd Ave E/GR 15 - 10th St E to 12th St E - Phase 1

27P.2

Priority Score: 56.30

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 50 years - road, 100 years - mains and services

Priority Level: High
Department: Public Works and Engineering
Staff Contact: Chris Webb

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering	$ 20,000	$ 20,000	$ 5,000
Design or Engineering	$ 280,000	$ 280,000	$ 15,000
Communication / Signage			
Construction / Contractor		$ 2,500,000	
Materials			
Equipment/Misc			
Contingency		$ 200,000	
Total	$ 300,000	$ 3,000,000	$ 20,000

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 3,320,000

Schedule:

Construction Start Date: 03/30/2027

Substantial Completion or purchase date: 11/30/2027

Funding Sources:

OCIF Formula	$ 668,000
Water Rates	$ 1,336,000
Waste Water Rates	$ 1,336,000
Please Select	
Please Select	
Capital Reserve	

Description and Rationale:

This is the first phase of a proposed three phase project that involves reconstructing 3rd Avenue East from 10th Street East to 18th Street East.

The first phase is the 10th Street East to 12th Street East segment.

This project will be coordinated in conjunction with the County of Grey Road reconstruction. This project will include reconstruction of 3rd Avenue East roadway, replacing all the failing municipal underground infrastructure and fully reconstructing curbs/gutters and sidewalks.

The costs shown are for City related costs only. This includes watermain, sanitary sewer, sidewalk replacement, existing storm sewer replacement or new construction water replacement (cost shared by City and County) and boulevard landscaping including planting new trees.

Not included are the County's costs such as road reconstruction, curb and gutter replacement, partial stormwater cost.

Attach Images: 3rd Avenue East-Grey Road 15 Reconstruction.pdf

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

3rd Ave E/GR 15 - 10th St E to 12th St E - Phase 1	27P.2	Priority Score:	56.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	It is estimated that 5,000 to 9,999 people will be directly impacted as a result of this project. This will impact pedestrian and vehicular traffic on a collector road servicing a school.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries may result if this project does not proceed due to trip hazards.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	All the infrastructure under the road is currently past its life expectancy and is in need of replacement.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Improvements on the underground infrastructure and road will greatly reduce the amount of staff time and operational costs, as well we reduce liability due to flooding in the area
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	This project is partially funded by OCIF (less than 50%), plus a partnership cost component with Grey County.
Environment	Does the project address needs impacted by climate change?	3	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain existing public infrastructure.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	This project will look at improving the aesthetic value of the road street scape by including boulevard trees where appropriate and feasible.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input	Has the project been identified through public engagement?	2	Has been mentioned informally through public comments on the condition of the road.

28th Avenue East Culverts (OS-17) - north of 20th St E

27P.3

Priority Score: 32.10

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Chris Webb
Future Replacement Cost:	$1,345,794 (2077)	**Location/Coordinates:**	28th Avenue East Culverts - approxin

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering	$ 10,000	$ 5,000	
Design or Engineering	$ 70,000	$ 45,000	$ 10,000
Communication / Signage			
Construction / Contractor		$ 600,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 80,000	$ 650,000	$ 10,000

Costs Incurred to 2026 Year End

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 740,000

Schedule:

Construction Start Date: 03/31/2027

Substantial Completion or purchase date: 07/31/2027

Funding Sources:

Tax Levy	$ 690,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 50,000

Description and Rationale:

The 28th Ave East Culverts (OS-17) are located approximately 320m north of 20th Street East. This culvert is a 0.9m double barrel culvert crossing that was constructed in 1965.

This culvert crossing has exceeded its expected life and is in poor condition due to corrosion along the waterline, sediment build up as well as failures of the culvert's head wall.

This project will investigate the appropriate replacement structures to handle the traffic passing over the culverts as well as making sure the culverts are sized accordingly to handle storm events.

Attach Images: 3. 28th Avenue East Culverts (OS-17) - north of 20th St E.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

28th Avenue East Culverts (OS-17) - north of 20th St E **27P.3** **Priority Score:** **32.10**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	It is expected that approximately 1,500 motorists would be affected by this construction
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Continued structural deterioration resulting in an uneven driving surface
Legislation	Is the project required for legislative/regulatory compliance?	4	The replacement will meet minimum maintenance legislation requirements
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	The culverts are showing signs of deterioration; no load restrictions are yet applied to these culverts
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	This project may be eligible for rebates in the future.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

10th St W - Upper North Side - RW-3B (Connecting Link) 27P.4

Priority Score: 43.20

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Chris Webb
Future Replacement Cost:	$1,547,663 (2077)	**Location/Coordinates:**	North side of 10th St W between 4th

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering	$ 10,000	$ 5,000	
Design or Engineering	$ 70,000	$ 45,000	$ 15,000
Communication / Signage			
Construction / Contractor		$ 550,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 80,000	$ 600,000	$ 15,000

Costs Incurred to 2026 Year End

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 695,000

Schedule:

Construction Start Date: 03/31/2027

Substantial Completion or purchase date: 11/01/2027

Funding Sources:

Tax Levy	$ 95,000
Grant	$ 600,000
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The 10th St W - Upper North Side - RW-3B is located on the north side of 10th street West between 4th Avenue West and 6th Avenue West. This section of retaining wall was constructed in 1972.

During the 2018 inspection, it was identified that sections of the wall are showing signs of rotation/ tipping along with other minor issues such as concrete spalling, cracking, failing drainage channels and over vegetation that may be adding to this failure.

This project will investigate the stability of the retaining wall and any sections of the retaining wall that may need to be replaced and repaired to extend the service life of this structure.

The Grant portion of the funding assumes successful Connecting Link funding.

Attach Images: 4.10th St W - Upper North Side - RW-3B (Connecting Link).pdf

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

10th St W - Upper North Side - RW-3B (Connecting Link) **27P.4** **Priority Score:** **43.20**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	It is expected that over 10,000 motorists will be impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Without further investigation of the causes of this failure the retaining wall may tip or not adequately support the slope behind it
Legislation	Is the project required for legislative/regulatory compliance?	4	The replacement will meet minimum maintenance legislation requirements
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	The retaining wall is showing signs of movement but should be addressed in a timely manner to prevent additional costs
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	This project may be eligible for rebates / funding through Connecting Link Funding
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

8th St E Multi-Use Path & Lighting 27P.8

Priority Score: 47.40

Project Type:	New Asset	**Priority Level:**	Moderate
Growth Related?:	Yes	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Chris Webb
Future Replacement Cost:	$1,973,000 (2077)	**Location/Coordinates:**	8th St E - 11th Ave E to 20th Ave E

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering	$ 2,000	$ 2,000	
Design or Engineering	$ 38,000	$ 18,000	$ 10,000
Communication / Signage			
Construction / Contractor		$ 380,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 40,000	$ 400,000	$ 10,000

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 450,000

Schedule:

Construction Start Date:	04/05/2027
Substantial Completion or purchase date:	11/26/2027

Funding Sources:

Please Select	
Donations	$ 450,000
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Grey County Transportation Services is planning to construct 8th Street East/Grey Road 5 in 2027 to a full urban cross-section (south side). This is related to the Flato - Greystone Village Subdivision and Redhawk - 8th Street (East) Subdivision developments.

For the City's part, this project involves having a new multi-use path (3 m wide paved Active Transportation Route) constructed on the south side of 8th Street East from 11th Avenue East to 20th Avenue East, a distance of approximately 1200 m. Upgrading the existing street lighting is included in the scope of the project.

Approximately 88% of the City's costs will be included in the subdivision agreements and will be recovered from the developers (indicated as "Donations"), except for the 150 m segment from 11th Street East to the Greystone Village Subdivision west property line. This portion will be funded by the City and potentially recovered from the redevelopment of the corresponding property.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

8th St E Multi-Use Path & Lighting 27P.8

Priority Score: 47.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	This project will support active transportation for the new upcoming developments (Red Hawk & Flato).
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Serious injuries or death may occur due to pedestrian or cyclist use of the south side of the road if this multi use path does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	4	This project is required to continue to be compliant by including pedestrian and cyclist facilities for new residential development.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	This project is a new asset and therefore not included in an asset management plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	0	This project will require additional operational resources
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	The developers are responsible for constructing this multi-use path fronting their properties. The City will be responsible for the cost of the western segment of the path.
Environment	Does the project address needs impacted by climate change?	1	This project will have minor beneficial effect on the environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	This project will have minor impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	During the design of this project the street scape will be reviewed and concideration for planting bulovard trees will be looked at to increase the asthetic's of the road
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery
Public Input	Has the project been identified through public engagement?	3	This project has not been identified by the public but will be as part of public engagement through the subdivision approval process.

2nd Ave W/Grey Road 1 - 10th St W to 14th St W (675 m)

27P.9

Priority Score: 53.70

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	Yes	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Chris Webb
Future Replacement Cost:	$2.5 M (2077)	**Location/Coordinates:**	2nd Ave W - 10th St E to 14th St E

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering	$ 3,000	$ 5,000	
Design or Engineering	$ 52,000	$ 45,000	$ 15,000
Communication / Signage			
Construction / Contractor		$ 500,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 55,000	$ 550,000	$ 15,000

Costs Incurred to 2026 Year End $ 0

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 620,000

Schedule:

Construction Start Date:	05/03/2027
Substantial Completion or purchase date:	11/26/2027

Funding Sources:

Tax Levy	$ 15,000
OCIF Formula	$ 605,000
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Grey County Transportation Services plans to reconstruct or rehabilitate 2nd Avenue West (Grey Road 1) from 10th Street West to 14th Street West in 2027. Improvements such as constructing new or extending existing turning lanes may be included in the project scope, where possible.

The City's underground infrastructure is generally in good condition, with most infrastructure having been constructed in the 1980s and 1990s, and does not require replacement. There may be some minor improvements required such as water valve replacements or rehabilitation and sanitary sewer repairs, which will be at the City's cost. These costs are not included at this time as the extent of the replacement work is unknown. This will be assessed when the project Engineering is undertaken in 2027.

Replacement of curb and gutters is expected together with catch basins that will have to be rehabilitated or replaced, at the County's cost, although there may be some cost sharing with the City. Storm sewer replacement is not planned.

As the County may be fully reconstructing the road, it may be necessary to replace all of the sidewalks, especially on the west side where the sidewalk is curbfaced. The sidewalks are generally in good condition at the present time, therefore there will be consideration to avoid replacing sidewalk where possible. The cost shown for construction in 2028 is a very preliminary estimate for sidewalk and storm water infrastructure that may be replaced, at the City's cost. There will be further project scope refinement to determine City and County responsibility.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

2nd Ave W/Grey Road 1 - 10th St W to 14th St W (675 m) **27P.9** **Priority Score:** **53.70**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	This section of road has a traffic count of approximately 5,100 AADT
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor trips and fall may result due to the sidewalk condition
Legislation	Is the project required for legislative/regulatory compliance?	4	This project is required to continue to be compliant under minimum maintenance standards
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The assets in this road are reaching their useful life and should be replaced before they have multiple failures.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	This project will have slight operational operational efficiencies due to the underground infrastructure being replaced.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	This project will be coordinated with the County reconstruction so the road portion would be covered by the County.
Environment	Does the project address needs impacted by climate change?	1	This project will have little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	This project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	During the design of this project the street scape will be reviewed and concideration for planting bulovard trees will be looked at to increase the asthetic's of the road
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery
Public Input	Has the project been identified through public engagement?	1	This project has been mentioned by unsolicited feedback regarding the sidewalk condition on this section of road.

20th Street East Culverts (OS-10) - West of 28th Ave E

27P.10

Priority Score: 40.60

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	80	**Staff Contact:**	Chris Webb
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	20th St E Culverts - West of 28th Ave

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering	$ 5,000	$ 5,000	$ 1,000
Design or Engineering	$ 95,000	$ 40,000	$ 9,000
Communication / Signage			
Construction / Contractor		$ 675,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 100,000	$ 720,000	$ 10,000

Costs Incurred to 2026 Year End

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 830,000

Schedule:

Construction Start Date: 06/28/2027

Substantial Completion or purchase date: 08/27/2027

Funding Sources:

Tax Levy	$ 830,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This dual culvert under 20th Street East has reached the end of its useful service life.

The Engineering design will be completed in 2027 for construction planned in 2028 estimated at $675,000.

The costs indicated in 2029 are for the administration of the two-year maintenance period in 2029 and 2030.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

20th Street East Culverts (OS-10) - West of 28th Ave E	27P.10	Priority Score:	40.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	1	This project will impact a small number of residents
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	This culvert is in poor condition and is in need of replacement.
Legislation	Is the project required for legislative/regulatory compliance?	4	The City has minimum maintenance standards it is required to meet. Structure is critically deficient. It must be replaced (closing/removal not practical).
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	Culvert replacement is identified in our Asset Management Plan this project has high probability of failure with moderate consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This project will have little to no impact on operational performance
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Tax revenue would be finding this project
Environment	Does the project address needs impacted by climate change?	3	The culvert is undersized and this may cause increased flooding. The project will prevent further detriment due to climate change.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	This project will maintain an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Some aesthetic value by rehabilitating a deteriorating asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	This project does not help meet a key result in the strategic plan.
Public Input	Has the project been identified through public engagement?	0	This project has not been identified through public feed back

5th Avenue East (RW-4) - 700 block - east side

27P.11

Priority Score: 44.20

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	80	**Staff Contact:**	Chris Webb
Future Replacement Cost:	$4M (2107)	**Location/Coordinates:**	725 5th Avenue East

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering	$ 5,000	$ 5,000	
Design or Engineering	$ 70,000	$ 25,000	
Communication / Signage			
Construction / Contractor		$ 370,000	$ 10,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 75,000	$ 400,000	$ 10,000

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 485,000

Schedule:

Construction Start Date:	05/31/2027
Substantial Completion or purchase date:	11/30/2027

Funding Sources:

Tax Levy	$ 485,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This projects involves replacement of this retaining wall. It is constructed with stone and mortar and is typical of many former retaining walls in the City that have been replaced.

The April 2021 Retaining Walls inspection report recommended that this wall should be replaced in 6 to 10 years (2026 to 2030).

A section of the wall has started to lean into the roadway and a large vertical crack has opened in the mortar where the section begins to lean. Mortar is crumbling throughout the wall. The maximum wall height is 1.1m and the wall is retaining soil.

The cost indicated in 2029 is for administration of the maintenance period in 2029 and 2030.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

5th Avenue East (RW-4) - 700 block - east side	27P.11	Priority Score:	44.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	This retaining wall will affect traffic on a low volume local road. It is supporting soils and a residential driveway fronting 735 5th Ave E.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Major injuries may result (minor car accidents due to the retaining wall proximity to the adjacent travel lane)
Legislation	Is the project required for legislative/regulatory compliance?	4	This project will continue to keep us in compliance from good engineering design.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	Some signs of failure are showing (cracking) and should allow this retaining wall to be replaced.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	This retaining wall replacement may allow for more effective snow plowing since snow storage will be considered in the redesign of this wall
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Currently there is no opportunity for grant funding
Environment	Does the project address needs impacted by climate change?	1	This project will have little or no impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	This project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	This project will be subject to a heritage review regarding the cultural significance of this retaining wall. The wall's rustic appearance, while possibly having cultural heritage value, is becoming a visual as well as structural liability.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	This project is not directly aligned to the strategic plan
Public Input	Has the project been identified through public engagement?	0	This project has not been identified by the public

East OS Master Servicing Study Update (Sydenham Hts. Ph. 1 & 2)

27P.12

Priority Score: 21.10

Project Type:	Study	**Priority Level:**	Moderate
Growth Related?:	Yes	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	25	**Staff Contact:**	Chris Webb
Future Replacement Cost:	$410,151 (2061)	**Location/Coordinates:**	South-east Quadrant of City

Cash Flow Projection:

	2027	2028	2029
Studies	$ 245,000		
In House Engineering	$ 5,000		
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 250,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 250,000

Schedule:

Construction Start Date: 06/01/2027

Substantial Completion or purchase date: 12/30/2027

Funding Sources:

Tax Levy	$ 83,000
Water Rates	$ 83,500
Waste Water Rates	$ 83,500
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City had the East Owen Sound Master Servicing Study (EOSMSS) completed in 2007. The purpose of the study was to provide a master plan and identify servicing plans to meet the demands of growth and development in the Sydenham Heights Phase 1 and 2 (Official Plan - Secondary Plans) Service Area.

The EOSMSS provides guidance to City Planning and Engineering staff and developers as to how and where water, waste water and storm water services are to be provided.

As this area has experienced growth and development and a number of the recommended servicing construction and upgrading projects have been completed, the study should be updated to reflect the improvements, refine the plans and provided updated strategies and techniques to further guide and inform the City's development process in this area.

The terms of reference for the updated study will include climate change adaptation measures and recommend best practice designs for resilient infrastructure.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

East OS Master Servicing Study Update (Sydenham Hts. Ph. 1 & 2) **27P.12** **Priority Score:** **21.10**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	This study update will review the key growth and development areas of the City and provide guidance for future continuing development in the Sydenham Heights Phase 1 and 2 areas.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement for completing this study
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This will be an update to the existing East Side Master Servicing Study
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This will have little or no effect on current operations
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	These types of studies are eligible for Development Charge calculations and revenue funding.
Environment	Does the project address needs impacted by climate change?	2	This project will provide a minor benefit for the environment by informing best design practices for storm water management (SWM) and the construction of adaptable and resilient SWM infrastructure for the development process.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	This project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery regarding growth within the City
Public Input	Has the project been identified through public engagement?	0	This project has not been identified by the public

OS Transit Terminal Window and Door Replacement 27R.1

Priority Score: 42.30

Project Type:	Replacement	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Corporate Services
Estimated Useful Life (years):	30	**Staff Contact:**	Bradey Carbert
Future Replacement Cost:	$60,700	**Location/Coordinates:**	1020 3rd Ave. E.

Cash Flow Projection:

	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 25,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 25,000	$ 0	$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 25,000

Schedule:

Construction Start Date:	06/01/2027
Substantial Completion or purchase date:	09/01/2027

Funding Sources:

Reserves	$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Terminal was constructed in 1986. The facility supports Owen Sound Transit and the Guelph Owen Sound Transit (GOST) service.

The windows and doors are believed to be original. The 2024 project will focus on window replacement to replace existing single paned glass windows and the 2027 project will focus on entrance doors.

Projects at this facility are funded through the Provincial Gas Tax Reserve.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Water Distribution System New Valve Chambers 28N.6

Priority Score: 62.90

Project Type:	New Asset	**Priority Level:**	High
Growth Related?:	Yes	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	9th Ave E South of 32nd St E, 20th A

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 250,000		$ 0
Materials			
Equipment/Misc			
Contingency			
Total	$ 250,000	$ 0	$ 0

Costs Incurred to 2027 Year End $ 500,000

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 750,000

Schedule:

Construction Start Date:	01/01/2028
Substantial Completion or purchase date:	11/30/2028

Funding Sources:

Water Rates	$ 750,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

These funds will be used to support planned or on-going linear projects to add operational and long term value. Consider ear marking for new high school servicing and the interconnection between the municipal and industrial zones.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Water Distribution System New Valve Chambers 28N.6

Priority Score: 62.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	Proper Operation of the Valve Chambers affects the entire pressure zone
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Failure to feed between zones can lead to low pressure and backflow events and reduced fire flow
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act (specifically Adverse Condition provisions of the regulation)
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	N/A : New Assets to be coordinated with development
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Interconnecting valve chambers improve fire flows, as well as system circulation which improves chlorine residuals
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Possible Contributions from Development Charges
Environment	Does the project address needs impacted by climate change?	1	No significant Environmental Impact
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	0	None

OS Transit Terminal Window and Door Replacement	27R.1	Priority Score:	42.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	The transit terminal is a well utilized facility by both transit and non-transit users.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety associated with the windows in their current state.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure based on the lifecycle and other deterioration. There have been multiple repairs in recent years.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness by reducing maintenance related repairs.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	The project is funded by Provincial Gas Tax and does not require tax supported funding.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project will moderately improve the aesthetic of the building.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Minor Pumping Station Rehab

28O.1

Priority Score: 61.00

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	27th St Sewage Pumping Station

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 300,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 300,000	$ 0	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 300,000

Schedule:

Construction Start Date:	06/01/2028
Substantial Completion or purchase date:	12/31/2028

Funding Sources:

Waste Water Rates	$ 300,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The 27th Street Sewage Pumping Station has a number of issues which need to be addressed through considerable rehabilitation of pumps and associated mechanical.

The attached photo shows the ideal pumping station configuration; it does not represent the existing station.

Attach Images: 21O.2.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Minor Pumping Station Rehab 28O.1 Priority Score: 61.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	This would typically affect people in the project area
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Sewer bypasses and backups from failed pumps
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This has been identified in the 10 year plan, as part of a multi-year program
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	This station requires frequent callouts to pull the pump for maintenance; since there is only one pump, any issue must be addressed quickly and often on overtime.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No
Environment	Does the project address needs impacted by climate change?	2	Wet weather flows are now more frequent; this is only a somewhat relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	N/A
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	None
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Digestor Bio-Solids Cleanout

28O.2

Priority Score: 66.00

Project Type:	Maintenance	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	5	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:		**Location/Coordinates:**	Wastewater Treatment Plant

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 300,000		
Contingency			
Total	$ 300,000	$ 0	$ 0

Costs Incurred to 2027 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 300,000

Schedule:

Construction Start Date: 07/01/2028

Substantial Completion or purchase date: 08/31/2028

Funding Sources:

Waste Water Rates	$ 300,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The digestor, with a capacity of about 2000 cubic metres receives the biosolids from the clarifiers at the WWTP, and provides additional treatment, and produces biogas, prior to being stored on site in the two storage tanks, then land applied.

Approximately every five years deletrious materials in the digestor must be cleaned out to allow for proper tank operation, especially the biosolids pumps and mixing system. Otherwise rags and other materials begin to clog those components, which could result in digestor failure.

Currently such clogging events are accelerating in frequency.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Digestor Bio-Solids Cleanout 28O.2 Priority Score: 66.00

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This can affect the wastewater treatment train which affects the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Failure of the digestor can have a significant environmental and health and safety impact.
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act, Nutrient Management Act.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This has been identified in the 10 year plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Failure of the digestor can mean scheduling an emergency cleanout, at significant expense, and trucking all biosolids to Lystech for treatment while the digester is down, also a significant expense.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding. Funded through wastewater rates.
Environment	Does the project address needs impacted by climate change?	3	Wet weather flows are now more frequent; this is a relevant factor for this project since higher flows carry a higher debris load.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No opportunity for partnership or grant funding.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not visible).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

3rd Avenue East/GR 15 - 12th St E to 14t St E - Phase 2

28P.1

Priority Score: 55.90

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50 years - road, 80 to 100 years - u	**Staff Contact:**	Chris Webb
Future Replacement Cost:	2079 ($1.8M), 2129 ($19.6M)	**Location/Coordinates:**	3rd Ave E - 12th St E to 14th St E

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering	$ 20,000	$ 20,000	
Design or Engineering	$ 280,000	$ 280,000	
Communication / Signage			
Construction / Contractor		$ 2,500,000	
Materials			
Equipment/Misc			
Contingency		$ 200,000	
Total	$ 300,000	$ 3,000,000	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 3,300,000

Schedule:

Construction Start Date:	04/01/2028
Substantial Completion or purchase date:	11/30/2028

Funding Sources:

OCIF Formula	$ 660,000
Water Rates	$ 1,320,000
Waste Water Rates	$ 1,320,000
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This is the second phase of a proposed three phase project that involves reconstructing 3rd Avenue East from 10th Street East to 18th Street East.

The second phase is the 12th Street East to 14th Street East segment.

This project will be coordinated in conjunction with the County of Grey Road reconstruction. This project will include reconstruction of 3rd Avenue East roadway, replacing all the failing municipal underground infrastructure and fully reconstructing curbs/gutters and sidewalks.

The costs shown are for City related costs only. This includes watermain, sanitary sewer, sidewalk replacement, existing storm sewer replacement or new construction water replacement (cost shared by City and County) and boulevard landscaping including planting new trees.

Not included are the County's costs such as road reconstruction, curb and gutter replacement, partial stormwater cost.

Attach Images: 3rd Avenue East-Grey Road 15 Reconstruction.pdf

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

3rd Avenue East/GR 15 - 12th St E to 14t St E - Phase 2 **28P.1** **Priority Score:** **55.90**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	It is estimated that 5,000 to 9,999 people will be directly impacted as a result of this project. This includes the local residents and businesses as well as the travelling public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries may result if the project does not proceed due to sidewalk trip hazards.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure of underground services with moderate consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Replacing the underground and surface infrastructure will result in operational cost savings related to attending to sidewalk trip hazards, road patching and repairs, sewer blockages and repairs and watermain break avoidance.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	The project has confirmed OCIF funding at less than 50% of the cost, plus includes a partnership cost component with Grey County.
Environment	Does the project address needs impacted by climate change?	3	The project will slightly improve the natural environment and prevent further detriment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project will improve the aesthetic value of the street scape by replacing the road and sidewalk with enhancements including tree planting.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	2	The project has been mentioned informally through public comments.

9th Avenue East - 3000 Block - Culvert Repair/Rehabilitation 28P.2

Priority Score: 38.30

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Chris Webb
Future Replacement Cost:	2104 ($675,000)	**Location/Coordinates:**	9th Avenue East - 3000 block

Cash Flow Projection:

	2028	2029	2030
Studies			
In House Engineering	$ 5,000	$ 5,000	
Design or Engineering	$ 30,000	$ 20,000	
Communication / Signage			
Construction / Contractor		$ 225,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 35,000	$ 250,000	$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 285,000

Schedule:

Construction Start Date: 06/04/2029

Substantial Completion or purchase date: 08/31/2029

Funding Sources:

Tax Levy	$ 285,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This double concrete pipe culvert is part of the Kenny Drain system. The concrete culvert segments are in good condition but some of the pipe segments have separated and become misaligned. The culvert will likely have to be fully daylighted and the segments reset and secured. Some concrete repairs are required as well.

The inlet and outlets of the culvert require removal and clearing of vegetation and trees.

The existing post and guide cable restraint system has fallen into disrepair. The risk associated with this is low due to the culvert location which is in an unopen segment of the road allowance where motor vehicles are not permitted. However, the guidecable system should be replaced with steel beam guiderail to reduce maintenance cost and provide a longer service life. This cost is included in the project budget estimate.

The existing granular trail on this segment of 9th Avenue East ends at the terminus of the road just north of this location and connects the Kiwanis Soccer Complex and future high density multi-residential development north of this location with the Grey County CP Rail Trail/Tom Thomson Trail to the south and provides an excellent recreational and active transportation route.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

9th Avenue East - 3000 Block - Culvert Repair/Rehabilitation **28P.2** **Priority Score:** **38.30**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	It is estimated that 2,500 to 4,999 people will be directly affected as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved as a result of this project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for future grant funding opportunities.
Environment	Does the project address needs impacted by climate change?	3	The project will moderately improve the natural environment and prevent further detriment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an objective of the strategic plan.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Transportation Master Plan Update 28P.4

Priority Score: 45.50

Project Type:	Enhancement	**Priority Level:**	Moderate
Growth Related?:	Partial	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	15 years	**Staff Contact:**	Chris Webb
Future Replacement Cost:	$404,000	**Location/Coordinates:**	Entire City

Cash Flow Projection:

	2028	2029	2030
Studies	$ 300,000		
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 300,000	$ 0	$ 0

Costs Incurred to 2027 Year End $ 0

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 300,000

Schedule:

Construction Start Date: 03/01/2028

Substantial Completion or purchase date: 10/27/2028

Funding Sources:

Federal Gas Tax	$ 300,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

A Transportation Master Plan (TMP) is a strategic policy document that guides decision-making and prioritisation of transportation projects and initiatives.

The existing TMP will be 18 years on in 2028 and will be in need of a significant refresh/major updating. Updating the TMP will guide the City and future Councils to put transportation planning policies and guidelines in place that will build on the existing TMP and enhance policy frameworks to:

1. Reduce dependence on single-occupant vehicles. A well-designed and updated TMP aims to decrease reliance on individual cars by promoting alternative modes of transportation such as walking, cycling, and transit. By doing so, it contributes to reduced traffic congestion and environmental impact.
2. Promote sustainable modes of travel. An updated TMP will further encourage sustainable transportation options like walking and cycling. These modes are not only healthier for individuals but also have a positive impact on the environment by reducing greenhouse gas emissions.
3. Provide for Efficient Movement of Goods and Services. The updated TMP should consider the movement of goods and improve transportation servicing to and in employment areas. By optimising transportation networks, the efficiency of business and employee transport will support economic development and activity.
4. Support City Planning and Development Objectives. The updated TMP will align with the latest Official Plan and broader City planning goals. Issues related to land use, connectivity, safety, and equity will be addressed. Projects and initiatives will be prioritised based on these objectives.

Attach Images: Transportation Master Plan Update.pdf

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Transportation Master Plan Update 28P.4

Priority Score: 45.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This projects affects the entire City, therefore over 10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	This is a difficult project to classify as it relates to this category. It is assumed that it will have a positive impact on public health and safety but this is difficult to quantify.
Legislation	Is the project required for legislative/regulatory compliance?	2	There is no immediate legislated requirement but legislation may future legislation or best management practices may support or require multiple recommendations in an updated TMP.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This project could recommend enhancements to existing assets.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of this project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	The project has confirmed grant funding greater than 66%.
Environment	Does the project address needs impacted by climate change?	2	The project will slightly improve the natural environment or prevent further detriment by identifying opportunities for active transportation and more efficient use of existing transportation infrastructure.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains existing public spaces.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the impacted assets.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	2	The project, or aspects of it, have been mentioned in unsolicited feedback.

9th Ave E - 32nd St E to Kenny Drain - Reconstruction 28P.5

Priority Score: 44.10

Project Type: Replacement
Growth Related?: Yes
Estimated Useful Life (years): 100

Priority Level: Moderate
Department: Public Works and Engineering
Staff Contact: Chris Webb

Cash Flow Projection:	2028	2029	2030+
Studies			
In House Engineering	$ 10,000	$ 5,000	$ 2,000
Design or Engineering	$ 140,000	$ 80,000	
Communication / Signage			
Construction / Contractor		$ 1,335,000	$ 18,000
Materials			
Equipment/Misc			
Contingency		$ 80,000	
Total	$ 150,000	$ 1,500,000	$ 20,000

Costs Incurred to 2027 Year End $ 0

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 1,670,000

Schedule:

Construction Start Date: 05/04/2029

Substantial Completion or purchase date: 11/27/2029

Funding Sources:

Tax Levy	$ 203,000
Water Rates	$ 1,307,000
Debenture	$ 160,000
Please Select	
Please Select	
Capital Reserve	

Description and Rationale:

This project involves the replacement of the existing AC watermain with a new PVC watermain of the same size (300 mm dia.) on 9th Avenue East. As part of the project, the road will be rehabilitated to a rural cross-section. This project also supports the Sky Dev residential apartment buildings complex development at 3195 East Bayshore Road.

The cost in 2028 is for design engineering (consultant) cost. The 2029 cost is for construction contract administration, inspection and materials testing. The $20,000 amount in 2030 is for the maintenance period administration in 2030 and 2031 at $10,000 per year.

$60,000 in funding source is SkyDev contribution under a 2025 Servicing Agreement for the road rehabilitation.

There may be a minor reduction in road maintenance expense due to the road surface upgrading but this is difficult to quantify.
There is no expected savings in operating expense related to the watermain replacement, however there may be an avoided cost related to expected future watermain breaks and risk associated with loss of water service.

Attach Images: 9th Ave E - 32nd St E to KD - Reconstruction.pdf

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

9th Ave E - 32nd St E to Kenny Drain - Reconstruction	28P.5	Priority Score:	44.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	This project will benefit approximately 3,000 residential population and the use of the Kiwanis Soccer Complex and nearby industrial.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	The level of risk is increasing for health and safety leading to possible illness if the water supply is compromised.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This asset is showing signs of failure and delayed maintenance may cause increased costs in the future.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding; however, a small contribution from the developer will be required.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain water system supply integrity.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	1	This project has been mentioned in unsolicited feedback in terms of the site plan approval for the Sky Dev development.

20N.2 Water System Model Update & Training

29N.1

Priority Score: 59.60

Project Type:	Enhancement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Water Treatment Plant

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 25,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 25,000	$ 0	$ 0

Costs Incurred to 2028 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 25,000

Schedule:

Construction Start Date: 01/01/2029

Substantial Completion or purchase date: 12/31/2029

Funding Sources:

Water Rates	$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City's Engineering Department maintains a working computer model of the water distribution system

This is typically used to assess the impact of proposed changes, whether permanent, or temporary due to construction.

It is common practice to recalibrate and/or confirm model accuracy on a regular basis. Since it is not a program or technology staff intimately use training or refreshers are likely required to understand models capabilities and limitations.

Attach Images: water model.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

20N.2 Water System Model Update & Training	29N.1	Priority Score: 59.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Accurate modeling of the water system is important to ensure the impact of changes on fire flows in the City are understood.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	There is some probability of a modeling error resulting in an issue with fire flows.
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	A failure to accurately assess fire flows can result in mischaracterization (ie colour coding) of individual hydrants, which could cause the fire department to select the "wrong" hydrant.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Cathodic Protection Rehab

29N.2

Priority Score: 66.10

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	30	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Various

Cash Flow Projection:	2029	2030	2031 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 100,000	$ 100,000	$ 100,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 100,000	$ 100,000	$ 100,000

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 300,000

Schedule:

Construction Start Date: 07/01/2023

Substantial Completion or purchase date: 08/01/2031

Funding Sources:

Water Rates	$ 300,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Replacement of Cathodic Protection on large diameter critical ductile iron trunk watermains. This slows/eliminates corrosion via an electrochemical process whereby the anode decays instead of the main. However, the anodes were all installed in the early 1990 ' s and are now at the end of their useful life, as determined by a cathodic protection survey undertaken in 2013 which measured the remaining electrochemical protection. In some cases the trunk main can be cathodically protected without disturbing asphalt but in many cases some limited asphalt disturbance will be required.

The City continues to follow the multi year program to protect watermains as laid out in 2013.

Attach Images: 22N.2.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Cathodic Protection Rehab 29N.2 Priority Score: 66.10

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	Watermain failures can affect a significant area
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Watermain breaks can damage property and result in poor water quality
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	The intent is to extend the useful life of water infrastructure
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Failure to do this could result in vastly increased watermain breaks as older watermain rots in place
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Water Rates
Environment	Does the project address needs impacted by climate change?	3	Watermain breaks can affect environment : chlorinated water in receiving water
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Not significant aesthetic impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	1	Watermain Projects generally are not.

Valve Replacements

29N.3

Priority Score: 64.80

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Water Treatment Plant

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 40,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 40,000	$ 0	$ 0

Costs Incurred to 2028 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 40,000

Schedule:

Construction Start Date: 01/01/2029

Substantial Completion or purchase date: 12/31/2029

Funding Sources:

Water Rates	$ 40,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

There are a number of valves and components associated with valves such as actuators in the water plant that range in size and age from fairly new to 55 years old (original).

For proper operation of the plant, these valves need to open and close on a very frequent basis, to prevent backflow, control flow or pressure for proper operation of the plant process. Valve replacements usually are incorporated into larger scale projects such as piping rehabilitation or can be isolated to a particular pipe.

Attach Images: Valve 1.jpg; Valve 2.jpg; Valve 3.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Valve Replacements

29N.3

Priority Score: 64.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This affects the Water Treatment Process which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Valve failure could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Failure of a significant valve in the water treatment plant could reduce water treatment production.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Piping Rehabilitation WTP

29N.4

Priority Score: 68.80

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Water Treatment Plant

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 250,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 250,000	$ 0	$ 0

Costs Incurred to 2028 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 250,000

Schedule:

Construction Start Date: 01/01/2029

Substantial Completion or purchase date: 12/31/2029

Funding Sources:

Water Rates	$ 250,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Due to aging piping in the facility, including original piping from the late 1960's, there are a number of pipes that are rusting to the point of needing replacement.

Repainting has been considered in the past, but is not an option due to lead content in the paint which would require full lead paint abatement removal job, an expensive option for old pipe. Additionally wall thickness of the older pipe has become reduced by long term corrosion.

Replacement with stainless steel piping is therefore the preferred option.

Recall that several stainless piping upgrades have been completed in the past under different projects in 2005, 2013 (emergency repair), and 2020.

Specific process piping will be identified closser to the date

Attach Images: piping 1.jpg; piping 2.jpg

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Piping Rehabilitation WTP 29N.4 Priority Score: 68.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This affects the Water Treatment Process which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Pipe failure could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure of a major piping system in the water treatment plant would be a designated emergency and could stop water treatment production.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Leak Detection Survey

26N.9

Priority Score: 70.80

Project Type:	Rehabilitation	**Priority Level:**	Very High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	0	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Water Distribution System

Cash Flow Projection:

	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 20,000		
Contingency			
Total	$ 20,000	$ 0	$ 0

Costs Incurred to 2025 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 20,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates	$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City undertakes a leak detection survey of the water distribution system every 3 years.

It has been established that the 3 year interval is optimal in terms of discovering new leaks in a timely manner.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Leak Detection Survey

26N.9

Priority Score: 70.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	The entire City distribution system is surveyed
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Leaks left undetected can fail suddenly and could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	This program has been identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure of a major watermain could result in loss of service to a portion of the community
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Not relevant to this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Confined Space Entry Equipment

29N.6

Priority Score: 70.40

Project Type:	Replacement	**Priority Level:**	Very High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	0	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Water + Wastewater

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	$ 10,000		
Contingency			
Total	$ 10,000	$ 0	$ 0

Costs Incurred to 2028 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 10,000

Schedule:

Construction Start Date: 01/01/2029

Substantial Completion or purchase date: 12/31/2029

Funding Sources:

Water Rates	$ 10,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City Water and Wastewater departments have confined space entry equipment, including tripod, winch, harnesses, and associated equipment. This equipment is required in order to safely enter confined spaces in accordance with the regulations.

In 2018 this equipment was standardized across the Water and Wastewater groups.

In 2024, some of the equipment will require updating. The remainder will be updated in 2029

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Confined Space Entry Equipment 29N.6 Priority Score: 70.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	Water and Wastewater Staff
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Confined Space Entry, done improperly, with improper equipment, kills a number of people in Ontario yearly.
Legislation	Is the project required for legislative/regulatory compliance?	5	Occupational Health and Safety Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	Identified in Asset Management Plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Confined Space Entries will not be possible.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Not Applicable
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	Not Applicable
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Not Applicable
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Core Service
Public Input	Has the project been identified through public engagement?	1	None

Major Pump Replacement

29N.7

Priority Score: 70.30

Project Type:	Replacement	**Priority Level:**	Very High
Growth Related?:	No	**Department:**	Other
Estimated Useful Life (years):	100	**Staff Contact:**	Manager of Water/Wastewater
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	City of Owen Sound

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 100,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 100,000	$ 0	$ 0

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 100,000

Schedule:

Construction Start Date:	01/01/2029
Substantial Completion or purchase date:	12/31/2029

Funding Sources:

Water Rates	$ 100,000
Grant	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Industrial High Lift Pump P3 at the Water Treatment Plant has a performance issue. In the absence of a variable frequency drive, it creates pressure surges which could damage watermains. It therefore is not used as part of duty rotation due to the risk. This reduces the high lift capacity which adversely affects available fire flows.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Major Pump Replacement

29N.7

Priority Score: 70.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	A failure of the high lift pump could affect the whole City under certain circumstances
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	There are risks of Adverse Conditions which could be created by pump failure.
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act (specifically Adverse Condition provisions of the regulation)
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	It was in the plan. But recent issues have compelled sooner action.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Improvements to the pump will improve reliability of operation, reduce the probability of failure, and reduce operating costs.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Reserves
Environment	Does the project address needs impacted by climate change?	1	No significant Environmental Impact
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Water Rate Study

29N.8

Priority Score: 54.60

Project Type:	Study	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	0	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Enter Location Info/Coordinates

Cash Flow Projection:

	2029	2030	2031
Studies	$ 50,000		
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	$ 50,000	$ 0	$ 0

Costs Incurred to 2028 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 50,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Water Rates	$ 50,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The Water Rate Study and associated Financial Plan are regular scheduled requirements for the City to update its Drinking Water Licence and Drinking Water Works Permit.

The approved Financial Plan is one of the criteria to renew these documents, in addition to:

-Accredited Operating Authority

-Permit to Take Water

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Water Rate Study

29N.8

Priority Score: 54.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This affects the entire system
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	This is a regulatory requirement, ultimately a lack of a financial plan could jeopardize the system
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	It is a recurring requirement in the 10-year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Not particularly applicable to operational performance unless a lack of funding arose.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves/Water Rates
Environment	Does the project address needs impacted by climate change?	1	N/A
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No adverse impact on public spaces
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	N/A
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Core Service
Public Input	Has the project been identified through public engagement?	1	None

SCADA Computer and Softare Upgrade WTP 29N.10

Priority Score: 62.30

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Water Treatment Plant

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 90,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 90,000	$ 0	$ 0

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 90,000

Schedule:

Construction Start Date: 01/01/2029

Substantial Completion or purchase date: 04/30/2029

Funding Sources:

Water Rates	$ 90,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The City's remote locations (Beattie St, East Hill Booster Station, the reservoir and the Genoe Leachate monitoring system.) require PLC upgrades due to age (20 years), planned in 2024. Additional funds will be budgeted for 2029 with specific needs addressed closer to delivery date.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

SCADA Computer and Softare Upgrade WTP 29N.10

Priority Score: 62.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This affects the water source for the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Network system failures can result in SCADA failures and an inability to treat and/or pump water
Legislation	Is the project required for legislative/regulatory compliance?	4	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	Yes. The SCADA is a high priority item in the 10-year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	This will ensure reliable operation of the SCADA system. It includes some programming changes to optimize treatment, as well.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Water Rates
Environment	Does the project address needs impacted by climate change?	1	Not a direct link
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Not significant aesthetic impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	0	None

Cross Connection Control Program 29N.11

Priority Score: 65.30

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Various

Cash Flow Projection:	2029	2030	2031 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 20,000	$ 20,000	$ 20,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 20,000	$ 20,000	$ 20,000

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 60,000

Schedule:

Construction Start Date: 02/01/2023

Substantial Completion or purchase date: 12/31/2031

Funding Sources:

Water Rates	$ 60,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Cross Connection Control Programs have been initiated in many communities in order to ensure that all Commercial, Institutional, and Industrial facilities meet the current backflow preventer requirements for the current Building Code, to prevent backflow and contamination of the City water system. The site surveys of 500 Industrial, Commercial, and Institutional sites indicated a substantial level of effort is required to achieve compliance. Plans to implement in 2020 and 2021, starting with the hiring a backflow prevention coordinator, were deferred in 2020 due to Covid : The position requires on site inspection of each location. In early 2022, the final by-law was passed, the Backflow Prevention Coordinator was hired, and work has begun. Older City-owned facilities are a priority, as well as higher-risk connections at Industrial, Commercial, and Institutional locations.

This is budgetary estimate to continue the level of service provided in 2024/2025. Budgetary requirements may change with permitting and development processes.

Attach Images: 22N.1.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Cross Connection Control Program 29N.11

Priority Score: 65.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	A significant number of locations (500) will be affected directly, and the program affects the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	The City has had two significant backflow events in the past, and this greatly affected businesses and residences in the industrial zone and large portions of the west side of the City.
Legislation	Is the project required for legislative/regulatory compliance?	5	This is required by the building code and the City's Backflow Prevention Bylaw
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	Backflow preventers had not been previously identified on the plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure to do this could result in costly impacts in the event of future backflow events
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The property owner ultimately must maintain the device after installation and this cost is therefore born by them.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Not significant aesthetic impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	2	Not directly, however, there has been considerable media and Public communication to that end

Trunk Main and Valve Chamber Maintenance 29N.12

Priority Score: 56.30

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Various

Cash Flow Projection:

	2029	2030	2031 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 100,000	$ 100,000	$ 200,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 100,000	$ 100,000	$ 200,000

Costs Incurred to 2028 Year End

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 400,000

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or purchase date: 12/01/2031

Funding Sources:

Water Rates	$ 400,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Several of the larger diameter watermains in the City's water system serve the purpose of "trunk" watermains (analogous to a tree trunk). These supply water to the grid of smaller diameter watermains, and consequently are key parts of the system. The valves on those watermains (Which are high pressure concrete mains) are located in chambers, and are not direct-buried. There are 8 such chambers on the Municipal Trunk Main, mostly 24" from 1970, and there are 14 such chambers on the Industrial Trunk Main, mostly 18" and 24", ranging in age from the late 1960's, to about 1990.

There are also 22 valve chambers which contain complex control valves (11) and check valves (11) which are key parts of the system, controlling water flow between pressure zones.

The rehabilitation of these valves usually involves the replacement of valves or valve components, or on occasion an entire valve if required. Rehabilitation of the actual chamber is not necessarily required. Often following the work, to clean the structure and component and replace corroded or broken parts, corrosion protection coatings and wraps to the pipe and fittings are applied within the chamber; labour by City forces. Full replacement of even one large diameter valve can cost a substantial portion of the allocated budget. Often this work is done in conjunction with, and in support of, other work (ie 10th St Bridge, and the Kenny Drain pond).

Attach Images: 21N.10.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Trunk Main and Valve Chamber Maintenance 29N.12

Priority Score: 56.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Failures of trunk mains can be catastrophic and even cause backflow events
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Failures of trunk watermain valves can also impact fire flows.
Legislation	Is the project required for legislative/regulatory compliance?	3	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The trunk watermain valves are priority assets
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	If trunk watermain valves do not hold, they can have serious effects as was seen during the 10th St Bridge Project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The property owner ultimately must maintain the device after installation and this cost is, therefore, born by them.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Not significant aesthetic impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	1	Watermain projects of this nature are not

Sewer Video Inspections

29O.1

Priority Score: 61.40

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Various

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 60,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 60,000	$ 0	$ 0

Costs Incurred to 2028 Year End $ 0

Impact on Operating Budget $ 0 $ 0 $ 0

Total Project Budget: $ 60,000

Schedule:

Construction Start Date: 01/01/2029

Substantial Completion or purchase date: 12/31/2029

Funding Sources:

Waste Water Rates	$ 60,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

In 2013/14 ,the majority of the wastewater collection system was TV inspected. This information helped guide rehabilitation efforts since that time. Some annual TV inspection has been done on an ad-hoc basis yearly, but more of the system should be inspected to ensure structural integrity and to guide future rehabilitation work.

Detailed and current condition information facilitates the following:

-Ensuring rehab/replacement monies are spent in the most efficient way possible by guiding prioritization of projects, and selection of rehabilitation strategy.

-uncovers sources of extraneous flow which exacerbates potential for sewage surcharge, backups and overflows and taxes the treatment system.

Attach Images: 25O.1.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Sewer Video Inspections 29O.1 Priority Score: 61.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	The TV Inspection area will be a significant portion of the City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	This is intended to enhance protection of the public health and safety by ensuring poor condition assets are monitored and/or replaced,ultimately reducing occurrences of sewage blockages and overflows.
Legislation	Is the project required for legislative/regulatory compliance?	5	Environmental Protection Act. Will ensure environmental approval compliance from MECP.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This work will guide future replacement and rehabilitation, by providing detailed condition data for asset management purposes.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Operational Improvements have been realized via system rehab, ie manhole benching. By targeting asset rehabilitation on areas with high inflow and infiltration, system capacity and performance can be improved.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding. Funded through wastewater rates.
Environment	Does the project address needs impacted by climate change?	2	Relevant factor for this project since flows can be associated with climate change, and reducing I/I will render the infrastructure more resilient to climate change-induced storm and snowmelt events.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not visible).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Collection System Capital Reinvestment 29O.2

Priority Score: 61.60

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Various

Cash Flow Projection:	2029	2030	2031 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 350,000	$ 350,000	$ 700,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 350,000	$ 350,000	$ 700,000

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 1,400,000

Schedule:

Construction Start Date:	01/01/2029
Substantial Completion or purchase date:	12/31/2029

Funding Sources:

Waste Water Rates	$ 1,400,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project is to continue with the rehabilitation of the sanitary sewer infrastructure with a focus on sanitary sewers, as well as manhole rehabilitation. This rehabilitation will be conducted through “cured in place pipe” (CIPP) technology. The city is planning to re-tender a 3 year contract to continue to rehabilitate sanitary sewer and manholes.

Specific locations and privatization is expected to change based on operational input, inspection programs, other infrastructure renewal project, etc.

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Collection System Capital Reinvestment 29O.2

Priority Score: 61.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This would typically affect people in the project area which is usually one block at a time. But the program is City-wide
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Sewer bypasses from collapsed sewer have resulted.
Legislation	Is the project required for legislative/regulatory compliance?	3	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This has been identified in the 10 year plan, as part of a multi-year program.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Sewer backups consume considerable public sector and private sector resources.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No
Environment	Does the project address needs impacted by climate change?	3	Wet weather flows are now more frequent; this is a somewhat relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	N/A
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	None
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Stormwater Separation Program 29O.3

Priority Score: 54.40

Project Type:	Rehabilitation	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Manager of Public Works
Future Replacement Cost:	Enter Replacement Cost & Year of Replacement	**Location/Coordinates:**	Various

Cash Flow Projection:

	2029	2030	2031 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 25,000	$ 25,000	$ 25,000
Materials			
Equipment/Misc			
Contingency			
Total	$ 25,000	$ 25,000	$ 25,000

Costs Incurred to 2028 Year End $ 0

Impact on Operating Budget $ 0

Total Project Budget: $ 75,000

Schedule:

Construction Start Date: 01/01/2029

Substantial Completion or purchase date: 12/31/2029

Funding Sources:

Waste Water Rates	$ 75,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Inflow and infiltration reduction works (aka stormwater separation) are undertaken with the funds set aside for this program and can include separation of stormwater catchbasins, public or private, which contribute to the extraneous flows, roof leader and sump pump diversion, and other works selected on a priority basis to reduce inflow and infiltration.

More details and specific project will be identified closer to execution date

Attach Images: 16O.4.JPG

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Stormwater Separation Program 29O.3

Priority Score: 54.40

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	3	This would affect the local serviced area
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Combined Sewer Overflows are a consequence of stormwater connections
Legislation	Is the project required for legislative/regulatory compliance?	3	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This is an ongoing program in the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Combined Sewer Overflows are a result of stormwater connections, but also very high flows in the system can result in surcharging of the system which results in sewer backups during very high-flow events.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No
Environment	Does the project address needs impacted by climate change?	4	Wet weather flows are now more frequent; this is a very relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	N/A
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	None
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

3rd Avenue East - 14th St E to 18th St E - Phase 3

29P.1

Priority Score: 56.30

Project Type:	Replacement	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50 years - road, 80 to 100 years - w	**Staff Contact:**	Chris Webb
Future Replacement Cost:	2080 ($3.6M) road, 2130 ($38.6M) water & waste	**Location/Coordinates:**	3rd Ave E - 14th St E to 18th St E

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering	$ 20,000	$ 20,000	$ 10,000
Design or Engineering	$ 580,000	$ 250,000	$ 50,000
Communication / Signage			
Construction / Contractor		$ 5,000,000	
Materials			
Equipment/Misc			
Contingency		$ 730,000	
Total	$ 600,000	$ 6,000,000	$ 60,000

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 6,660,000

Schedule:

Construction Start Date:	04/01/2030
Substantial Completion or purchase date:	11/30/2030

Funding Sources:

OCIF Formula	$ 1,332,000
Water Rates	$ 2,664,000
Waste Water Rates	$ 2,664,000
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This is the third phase of a proposed three phase project that involves reconstructing 3rd Avenue East from 10th Street East to 18th Street East.

The third phase is the 14th Street East to 18th Street East segment.

This project will be coordinated in conjunction with the County of Grey Road reconstruction. This project will include reconstruction of 3rd Avenue East roadway, replacing all the failing municipal underground infrastructure and fully reconstructing curbs/gutters and sidewalks.

The costs shown are for City related costs only. This includes watermain, sanitary sewer, sidewalk replacement, existing storm sewer replacement or new construction water replacement (cost shared by City and County) and boulevard landscaping including planting new trees.

Not included are the County's costs such as road reconstruction, curb and gutter replacement, partial stormwater cost.

The costs shown in the 2031 column are the total costs for 2031 and 2032.

Attach Images: 3rd Avenue East-Grey Road 15 - 14th St E to 18th St E - Phase 3.pdf

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

3rd Avenue East - 14th St E to 18th St E - Phase 3	29P.1	Priority Score:	56.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	It is estimated that 5,000 to 9,999 people will be directly impacted as a result of this project. This includes the local residents and businesses as well as the travelling public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries may result if the project does not proceed due to sidewalk trip hazards.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure of underground services with moderate consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Replacing the underground and surface infrastructure will result in operational cost savings related to attending to sidewalk trip hazards, road patching and repairs, sewer blockages and repairs and watermain break avoidance.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	The project has confirmed OCIF funding at less than 50% of the cost, plus includes a partnership cost component with Grey County.
Environment	Does the project address needs impacted by climate change?	3	The project will slightly improve the natural environment and prevent further detriment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The project will improve the aesthetic value of the street scape by replacing the road and sidewalk with enhancements including tree planting.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The projecy supports core service delivery.
Public Input	Has the project been identified through public engagement?	2	The project has been mentioned informally through public comments.

10th St E - Upper South Side Retaining Wall Rehabilitation

29P.2

Priority Score: 48.20

Project Type:	Rehabilitation	**Priority Level:**	Moderate
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	80	**Staff Contact:**	Chris Webb
Future Replacement Cost:	$1.5M (2110)	**Location/Coordinates:**	South side of 10th St E between 5th A

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering	$ 5,000	$ 3,000	
Design or Engineering	$ 35,000	$ 20,000	$ 10,000
Communication / Signage			
Construction / Contractor		$ 277,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 40,000	$ 300,000	$ 10,000

Costs Incurred to 2028 Year End $ 0

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 350,000

Schedule:

Construction Start Date:	06/01/2030
Substantial Completion or purchase date:	08/30/2030

Funding Sources:

Tax Levy	$ 51,000
Grant	$ 299,000
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The 10th St E - Upper South Side Retaining Wall is located on the south side of 10th Street East between 5th Avenue East and 6th Avenue East. This section of retaining wall was constructed in 1975.

Sections of the wall are showing signs of rotation/tipping due to possible foundation or footing failure along with joint failures and other minor issues such as concrete spalling, cracking, failing drainage channels and over vegetation that may be adding to this failure.

This project will investigate the stability of the retaining wall and any sections of the retaining wall that may need to be replaced and repaired to extend the service life of this structure.

Cost shown in 2031 is for the two-year maintenance period in 2031 and 2032.

The grant portion of the funding assumes Connecting Link funding at 90% of eligible costs will be secured. In-house Engineering and costs incurred in 2031 and 2032 are assumed to be ineligible costs.

Attach Images: 10th Street East Upper South Side Retaining Wall picture.pdf

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

10th St E - Upper South Side Retaining Wall Rehabilitation	29P.2	Priority Score:	48.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	It is expected that over 10,000 motorists will be impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Without further investigation of the causes of this failure the retaining wall may tip or not adequately support the slope behind it
Legislation	Is the project required for legislative/regulatory compliance?	4	The replacement will meet minimum maintenance legislation requirements
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	The retaining wall is showing signs of movement but should be addressed in a timely manner to prevent additional costs
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	4	This project may be eligible for funding through the Connecting Link funding programme at 90% subsidy. The project would proceed with CL funding secured.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

17th Street East Road Construction - 20th Ave E (south leg) to 20th Ave E (north leg)

29P.3

Priority Score: 21.80

Project Type:	New Asset	**Priority Level:**	Moderate
Growth Related?:	Yes	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50 years	**Staff Contact:**	Chris Webb
Future Replacement Cost:	2079 ($1.6M)	**Location/Coordinates:**	17th St E - 2000 block

Cash Flow Projection:

	2029	2030	2031
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	$ 600,000		
Materials			
Equipment/Misc			
Contingency			
Total	$ 600,000	$ 0	$ 0

Costs Incurred to 2028 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 600,000

Schedule:

Construction Start Date:	05/01/2029
Substantial Completion or purchase date:	11/30/2029

Funding Sources:

Development Charges	$ 60,000
Donations	$ 540,000
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

This project identifies the City's contribution from the Development Charges fund towards the growth related cost (10%) of constructing the 17th Street East road between the north and south legs of 20th Avenue East within the existing road allowance. This is a proposed future City (public) road that will be constructed to provide access to development lands on the north and south side of the subject road.

The cost estimate is based on the road being constructed to an industrial park cross-section (roadside ditches). There are existing trunk water and sanitary sewer mains in this unopened road allowance which is also accommodating the existing paved Industrial Park Cycling Trail. The cycling trail would be replaced with paved shoulders for active transportation use, as is the norm elsewhere in the City's Industrial Park.

The total cost shown is the estimated cost of the project that would be 90% funded by Developer(s) on the north and south side of 17th Street East. The 90% developer contribution is indicated as "Donations" under Funding Sources. This funding and the construction of the road would be secured through a Servicing Agreement between a Developer and the City. The City would fund its share (10%) from the DC reserve.

It should be noted that the City may have to "front-end" a portion of the Developers' contribution and recover this cost from other future development on one side of 17th Street East. It is unknown at this time when this road will be constructed but is being "place held" in 2029.

Attach Images: 17th Street East Road Construction picture.pdf

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

17th Street East Road Construction - 20th Ave E (south leg) to 20th Ave E (north leg)	29P.3	Priority Score:	21.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	2	1,000 to 2,499 people will be directly impacted as a result of this project. This is based on estimated numbers of the driving public in the City using this road.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will only proceed based on development in this area of the City. If the development and project does not proceed, there is no quantifiable impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	The project is a new asset and is not included in an asset management plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	0	The project will require additional operational resources.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	The project would have confirmed partnership funding, if advanced.
Environment	Does the project address needs impacted by climate change?	0	The project may be seen as a detriment to the natural environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the existing asset (road).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an Objective in the Strategic Plan.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Year: 2029

Intersection and Traffic Signal Upgrading – 10th St W and 8th Ave W

2029-01 (29Q.1)

Priority Score: 61.20

Rationale	Asset Management - Replacement	**Priority Level:**	High - Score 49-69
Growth Related?:	Partial	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	30	**Staff Contact:**	
Future Replacement Cost:	$1,400,000.00	**Location/Coordinates:**	10th Street West at 8th Avenue West

Description and Rationale:

Asset Management - Replacement - This project involves acquiring property on the south-west quadrant of the intersection to provide daylighting and widening the south side of the 10th Street West road allowance and west side of the 8th Avenue West road allowance at the intersection. This property acquisition would allow for long wheel base vehicles (school buses) to turn more safely and efficiently to reduce congestion at this intersection during weekday traffic peak hour periods. The property acquistion and intersection geometric design will be completed in 2025.

Construction in 2026 will involve constructing a larger curb radius on the south-west corner of the intersection, widening the southbound lane on 8th Avenue West, replacing the sidewalk ramps with AODA compliant ramps. All of the existing wood or utility poles and stranded steel cable that supports traffic signals will be replaced as this type of construction is considered temporary. It is prone to wind loading stresses that results in frequent adjustments and excessive repairs and maintenance. The traffic signals will be supported by conventional mast arms, steel poles and concrete bases.

This upgraded intersection upgrading is subject to MTO approval as it on the Highway 6/21 Connecting Link. Traffic signal replacement is not eligible for Connecting Link grant funding, at the present time. Depending on cost, the geometric improvements' construction cost may be eligible for Connecting Link funding. As the City has 3 Connecting Links (4 Provincial Highways), it is eligible to submit funding for up to 2 projects at a time. This application could be coordinated with the 16th Street East Tunnel Rehabilitation application for Connecting Link funding.

Cash Flow Projection:	**2029**	**2030**	**2031**
Consulting including Design & Studies	$75,000.00	$4,500.00	$15,000.00
In House Engineering	$5,000.00	$5,000.00	$5,000.00
Communication / Signage			
Construction / Contractor		$420,000.00	
Materials			
Equipment Purchases			
Contingency			
Total	$80,000.00	$429,500.00	$20,000.00
Costs Incurred to 2028 Year End		**$0.00**	

Impact on Operating Budget:	**$0.00**	**$0.00**	**$0.00**

Total Project Budget:	**$529,500.00**

Schedule:

Construction Start Date:	01/01/2029
Substantial Completion or	

Purchase Date:	12/31/2032

Funding Sources:

Tax Levy	$529,500.00
Total	$529,500.00

Year: 2029

Intersection and Traffic Signal Upgrading – 10th St W and 8th Ave W

2029-01 (29Q.1)

Priority Score: 61.20

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Based on the 2016 traffic counts, this intersection has an AADT of 12,000 average vehicles per day on average which would indicate over 20,000 persons per day including passengers in cars, trucks, buses as well as pedestrians and cyclists.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	The current volume of traffic and pedestrian activity in the area with the current intersection layout may cause accidents to occur due to the existing layout not providing the safest bus and truck turning movements and pedestrian crossings.
Legislation Score	Is the project required for legislative/regulatory compliance?	4	The project is required to bring the intersection into a recognised current engineering design standard including geometric design and signals spewcifications. The intersection is not AODA compliant.
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	5	The present traffic signal configuration is outdated and deficient. The geometrics are inadequate. The system is well past its expected and useful service life.
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved by upgrading the signal poles and eliminating the cable span suspension that is prone to wind loading damage and the poles should be relocated to provide adequate clearance. A City snow plough clipped one of poles during the winter of 2024/2025 causing significant damage, traffic delays and an multi-day outage.
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	2	This project may be a candidate for MTO Connecting Link funding at 90% of eligible costs1.
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	1	This project will have little or no impact on the environment.
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	2	This project will improve the drivability of the intersection and reduce delays and driver frustration as well as improve the accessibility of the pedestrian crosswalks.
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?		There will be a minor improvement in the aesthetic value of the intersection with the installation of new poles and removal of the overhead cable spans.
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input Score	Has the project been identified through public engagement?	2	This upgrading has been identified and noted by bus drivers and pedestrians.

Bulk Water Fill Station

30N.1

Priority Score: 58.90

Project Type:	New Asset	**Priority Level:**	High
Growth Related?:	Partial	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	Bryce McDonald
Future Replacement Cost:		**Location/Coordinates:**	

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering	$ 50,000		
Communication / Signage			
Construction / Contractor		$ 200,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 50,000	$ 200,000	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 250,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Water Rates	$ 250,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

The installation of a new bulk water fill station would allow for 24/7 operation and eliminate congestion and conflicts at the operations yard. The fill station would also provide improved customer service through accessibility and fill rate speed, increase water revenues, promote development, prevent unauthorized hydrant usage and improve local water quality. The current bulk water fill station that is located at the operations yard creates operational challenges due to traffic and congestion, fill line sizing and hours of operation.
The new skid mount preassembled fill station would ideally be located in commercial/industrial area with easy access for large, construction type equipment.
Careful consideration will need to be given on location to ensure sufficient water supply, sewer availability and traffic flows are considered.

2030 - Feasibility and Design
2031 - Supply and Install

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Bulk Water Fill Station 30N.1 Priority Score: 58.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	This service primarily benefits contractors but has an indirect benefit to all residents when it come to accessing bulk water for a variety of purposes including construction, events, pool filling, drinking water cisterns and other.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Traffic congestion and control is a concern at the Public Works yard. Relocation of this service will allow for proper/safe vehicle staging and filling.
Legislation	Is the project required for legislative/regulatory compliance?	4	Modernized air gap fill system will eliminate cross contamination risk associated with truck hose connections.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	I don't believe this asset is currently identified, but will be include in future capital needs assessment.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Failure to proceed with modernizing and relocating the bulk water fill station will have significant impacts on both the water distribution crew and public works crew. Current congestion and traffic flow negatively impacts operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Not that I am aware of at this time.
Environment	Does the project address needs impacted by climate change?	3	The responsible supply and management of fresh water is becoming more critical with climate change. This project will allow for more responsible management of that resource.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	Creates greater accesses to bulk water
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Create a modernized, professional customer service point.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Service Excellence - Delivers a level of customer service expected by a municipality of our size
Public Input	Has the project been identified through public engagement?	0	No as of yet.

WTP Storage Facility

30N.2

Priority Score: 59.20

Project Type:	Please Select	**Priority Level:**	High
Growth Related?:	No	**Department:**	Please Select
Estimated Useful Life (years):		**Staff Contact:**	
Future Replacement Cost:		**Location/Coordinates:**	

Cash Flow Projection:	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering	$ 50,000		
Communication / Signage			
Construction / Contractor		$ 150,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 50,000	$ 150,000	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 200,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Water Rates	$ 200,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

With many modification and additions over the years adequate storage has become limited. As more equipment and components get shoe-horned into spaces they were not originally designed to be placed staff are running out of space for maintenance workshop, critical parts, chemicals and emergency supplies. On-site storage is critical for efficient, safe operations. Having a dedicated space that will not be overtaken by process equipment is crucial for sustained safe operations.

2030- Location selection, site prep and design
2031- Construction

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

WTP Storage Facility

30N.2

Priority Score: **59.20**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	The entire population many be affected if we fail to store critical parts and supplies on-site that could result in a plant shut-down as we source supplies.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	There is a significant H&S risk related to the improper storage of parts and materials. From hazardous or dangerous goods to general housekeeping to prevent trips and fall organized storage is critical for operations
Legislation	Is the project required for legislative/regulatory compliance?	3	Under the Safe Drinking Water Act we are required to keep the drinking water system in a fit state of repair. Part of that is ensure we maintain adequate supplies in case of emergency.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	Not specifically identified, but limited space has been noted.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	As previously mentioned this project is critical for operational continuity and ensuring adequate resources in case of emergency.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Not that I am aware of
Environment	Does the project address needs impacted by climate change?	3	Potentially. With climate change come more severe weather events resulting in stresses on our treatment plant processes. Have adequate storage space will allow for more emergency supplies.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	N/A
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	0	N/A
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Service Excellence. Being a to provide a more reliable treatment process and supply.
Public Input	Has the project been identified through public engagement?	0	Not as of yet.

27th St. Generator

30O.1

Priority Score: 50.80

Project Type:	New Asset	**Priority Level:**	High
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	25	**Staff Contact:**	Bryce McDonald
Future Replacement Cost:		**Location/Coordinates:**	

Cash Flow Projection:

	2030	2031	2032
Studies			
In House Engineering			
Design or Engineering	$ 50,000		
Communication / Signage			
Construction / Contractor		$ 200,000	
Materials			
Equipment/Misc			
Contingency			
Total	$ 50,000	$ 200,000	$ 0

Costs Incurred to 2029 Year End

Impact on Operating Budget	$ 0	$ 0	$ 0

Total Project Budget: $ 250,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Waste Water Rates	$ 250,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	$ 0

Description and Rationale:

Sewage lift stations are critical wastewater infrastructure used to move sewage from lower elevations to higher elevations. Often critical times for this infrastructure is during inclement weather when hydro outages are a higher concern. The installation of a standby generator would ensure reliable operations during power outages reducing the likelihood of by-pass incidents.

2030 - Budget used for preliminary design, sizing, acoustic and dispersion modeling

2031 - Supply and install

Attach Images:

Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

27th St. Generator

30O.1

Priority Score: 50.80

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	Although the catchment zone for the pump station is relatively small the impacts of by-pass events have the potential to affect many
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	By-pass event present a significant public health risk
Legislation	Is the project required for legislative/regulatory compliance?	3	A generator would likely reduce our by-pass events and elevate regulatory reporting and further legal issues
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	No, but it adds a critcal component to an existing asset
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Generator will need to be maintained and ran monthly for testing. Low hours of operation are expected, so maintenance cost should be minimal.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Not that I am aware of.
Environment	Does the project address needs impacted by climate change?	5	Yes, climate change has drastically impacted the number of severe weather events we see. This will make our system more resilient and minimize by-pass events to the natural environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	No
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	0	No
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	This project aligns with both "Green City" and "Service Excellence"
Public Input	Has the project been identified through public engagement?	1	No

Year: 2030

Annual Roads Rehabilitation Program

2030-19 (30P.1)

Priority Score: 80.90

Rationale	Asset Management - Renewal / Rehabilitation	**Priority Level:**	Very High - Score 70+
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	30	**Staff Contact:**	
Future Replacement Cost:	$1,700,000.00	**Location/Coordinates:**	City of Owen Sound

Description and Rationale:

Asset Management - Renewal / Rehabilitation - Annual program to rejuvenate hot mix asphalt surfaces and maintain the expected service life of roads throughout the City. The project also includes the replacement or rehabilitation of concrete structures associated with asphalt resurfacing including catch basins, maintenance structures, curb, gutter and sidewalks.

Cash Flow Projection:	**2030**		
Consulting including Design & Studies			
In House Engineering	$25,000.00		
Communication / Signage			
Construction / Contractor	$625,000.00		
Materials			
Equipment Purchases			
Contingency	$50,000.00		
Total	$700,000.00	$0.00	$0.00

Costs Incurred to 2029 Year End	**$0.00**

Impact on Operating Budget:	**$0.00**		

Total Project Budget:	**$700,000.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:

Federal Gas Tax	$700,000.00
Total	$700,000.00

Year:	2030

Annual Roads Rehabilitation Program

2030-19 (30P.1)

Priority Score: 80.90

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	Roads being resurfaced will improve local and commuter traffic throughout the City and generally benefits all road users.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Injuries may result if roads are not resurfaced from drivers or cyclists avoiding potholes or other defects in the road.
Legislation Score	Is the project required for legislative/regulatory compliance?	4	The City has minimum maintenance standards it is required to meet.
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	5	This project is included in the City's AMP. Failure to seal roadway surfaces can impact infrastructure under the road, decreasing the life of multiple assets.
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Road resurfacing will reduce operational costs associated with road repairs (i.e. filling potholes).
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	5	This project is funded by Federal Gas Tax.
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	2	Minor positive impact will be realised from this project due to improved drainage and fuel/energy consumption.
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	4	The project may include minor sidewalk replacement and will improve cycling experience, both of which improve active transportation opportunities.
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	3	An improved roadway appearance improves the driver experience and gives a better impression of the community to visitors and prospective businesses.
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	4	This project is identified in the strategic p[lan - to improve the condition of City roads.
Public Input Score	Has the project been identified through public engagement?	4	The condition of City roads is always a high priority of road users and the travelling public.

Year: 2030

Moores Hill Road and Retaining Walls- Reconstruction

2030-04

Priority Score: 45.50

Rationale	Asset Management - Replacement	**Priority Level:**	Moderate - Score 21-48
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	75	**Staff Contact:**	Chris Webb
Future Replacement Cost:	$22,500,000.00	**Location/Coordinates:**	Moores Hill - 2nd Avenue West to 4th Avenue West

Description and Rationale:

Asset Management - Replacement - This project involves the reconstruction of the road and adjacent earth retaining walls. It also includes the replacement of the existing sidewalk, possible improvements to the geometry of the 2nd Avenue West and 4th Avenue West intersections and pedestrian crossings, streetlighting improvements, replacement of the existing storm sewer and associated storm water management infrastructure under Moores Hill road and replacement of the existing watermain and sanitary sewer on 2nd Avenue West within the limits of construction.

The existing retaining walls are gabion basket stone-filled structures that have shown signs of constant gradual movement and deterioration that is causing continual problems with road buckling and repairs on the south side of the road and gabion basket encroachment and repairs into the sidewalk on the north side. These structures would be replaced with reinforced concrete retaining walls or an "engineered" stable slope design with proper surface and sub-drainage systems to assist in managing problematic groundwater and seepage.

Cash Flow Projection:	**2030**	**2031**	**2032**
Consulting including Design & Studies	$200,000.00	$190,000.00	$12,000.00
In House Engineering	$20,000.00	$10,000.00	$3,000.00
Communication / Signage			
Construction / Contractor		$1,600,000.00	
Materials			
Equipment Purchases			
Contingency		$200,000.00	
Total	$220,000.00	$2,000,000.00	$15,000.00
Costs Incurred to 2029 Year End		**$0.00**	
Impact on Operating Budget:	**$0.00**	**$0.00**	**$0.00**
Total Project Budget:		**$2,235,000.00**	

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2033

Funding Sources:

Tax Levy	$2,220,000.00

Water Rates	$172,000.00
Waste Water Rates	$58,000.00
Total	$2,450,000.00

Year:	2030

Moores Hill Road and Retaining Walls- Reconstruction	2030-04	Priority Score:	45.50

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	Based on 2016 traffic counts, approximately 2,500 vehicles travel on Moores Hill daily. Including an assumed 200 pedestrians using the sidewalk and two persons per vehicle, this equates to approximately 5,200 persons relying on this transportation link every day.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Multiple injuries may result if the project does not proceed. The slope stability is a concern in this area. There is movement taking place as evidenced by the embankment or existing gabion baskets encroaching on the road and sidewalk, respectively.
Legislation Score	Is the project required for legislative/regulatory compliance?	1	There is no legislation mandating this project.
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	3	There is a moderate probability of failure with moderate consequences. This project involves replacing three classes of critical infrastructure - roadway, sidewalks and retaining walls.
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved by reducing the required repairs to the road as a result of slope movement causing buckling road surfaces, sidewalk encroachment by the gabion baskets that have to be adjusted and repaired regularly and the impairment of winter control activities (inadequate sidewalk width).
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	1	There is no opportunities for partnership or grant funding at the present time but future funding opportunities may be possible.
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	2	This project will slightly improve the natural environment and prevent further damage to the environment.
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	2	The project will maintain an existing public space. The project will involve replacing and widening the sidewalk to enable snow storage and improved accessibility, thereby encouraging pedestrian and possible other active transportation usage.
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	3	The upgraded retaining walls, roadway and sidewalk will have an improved appearance.
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input Score	Has the project been identified through public engagement?	2	The condition of Moores Hill has been noted informally by some members of the public as requiring some upgrading.

Year: 2030

Conventional Streetlight Replacement Program

2030-20 (30Q.1)

Priority Score: 60.30

Rationale	Asset Management - Replacement	**Priority Level:**	High - Score 49-69
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	50	**Staff Contact:**	
Future Replacement Cost:	$232,000.00	**Location/Coordinates:**	City of Owen Sound

Description and Rationale:

Asset Management - Replacement - This funding is required to replace or install new conventional streetlight poles and luminaires throughout the City.

Among their projects in 2023-2025, Hydro One advised that they wish to replace their "poletrans" equipment. Poletrans are streetlight poles with electrical distribution step-down transformers in them. Most of these units are located in the south-west and south-east quadrants of the City. The poletrans would be replaced with conventional vault mounted transformers. This results in the City having to install new streetlight poles.

Poletrans were specified during 1960s and 1970s era residential subdivision developments. They eliminated the need for a separate vault mounted transformer but with the close confines of having 2400 VAC single phase primary supply and multiple 120/240 VAC secondary services connected and housed within the base of a streetlight pole, they pose an increased work safety risk. This type of equipment is obsolete and no longer specified.

In the event Hydro One does not replace poletrans, the City will replace or install new conventional streetlights and poles.

Cash Flow Projection:	**2030**		
Consulting including Design & Studies			
In House Engineering	$3,000.00		
Communication / Signage			
Construction / Contractor	$50,000.00		
Materials			
Equipment Purchases			
Contingency			
Total	$53,000.00	$0.00	$0.00

Costs Incurred to 2029 Year End	**$0.00**

Impact on Operating Budget:	**$0.00**		

Total Project Budget:	**$53,000.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:	
Tax Levy	$53,000.00
Total	$53,000.00

Year:	2030

Conventional Streetlight Replacement Program	2030-20 (30Q.1)	Priority Score:	60.30

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	This improves lighting quality, reliability, safety and security of City residents and visitors.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Modest improvements to health and safety will be realised due to improved lighting in all areas of the City.
Legislation Score	Is the project required for legislative/regulatory compliance?	3	This project will ensure that the City remains in compliance with MMS.
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	3	Moderate probability of failure with low consequences.
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Minor improvements to operational performance is anticipated due to replacement of aging luminaires and light poles.
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	2	Funding is from reserves.
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	1	This project will address climate change needs by replacing existing lighting with more energy efficient units.
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	3	City streets that are well lit gives a sense of security, well-being and that the community infrastructure is well-maintained.
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	3	The appearance of well-lit streets improves the aesthetic value of the commiunity.
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	4	This project supports active transportation.
Public Input Score	Has the project been identified through public engagement?	3	Residents expect streetlights to be maintained and functional. Residents promptly report streetlight outages and expect rapid response. This is among the most important core services expected in an urban municipality.

Year: 2030

Vehicle Detection Installation (Traffic Signals)

2030-21 (30Q.2)

Priority Score: 45.60

Rationale	Asset Management - Replacement	**Priority Level:**	Moderate - Score 21-48
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	10	**Staff Contact:**	
Future Replacement Cost:	$54,000.00	**Location/Coordinates:**	City of Owen Sound

Description and Rationale:

Asset Management - Replacement - This annual project replaces and upgrades existing vehicle detection systems at intersections that have traffic signals to improve the reliability and accuracy of vehicle detection. Existing detection systems include hard wired loops and wireless RF detectors embedded in the road asphalt that perform well but are subject to deterioration and failure after approximately 5 to 10 years, depending on a number of factors. When they fail, a traffic signal that normally rests on green for the main street (with higher traffic volumes) will go into continuous recall mode and the signals "cycle" regardless of side street vehicle presence until the detector is replaced. This results in unnecessary delays and driver frustration. New technologies such as digital video cameras and programmable detection zones offer increased reliability, adaptability and flexibility plus, instead of taking manual counts, they can continuously capture and record traffic (including vehicle types) and pedestrian data to be used as input for traffic and pedestrian signal analysis in order to optimise signal timing and/or improve intersection safety.

The annual budget cost indicated is sufficient to upgrade or convert one intersection from an embedded pavement system to a camera-based system or install real time data capturing system for a number of intersections that can be used to update signal timing continuously, depending on the intersection location and requirements.

Cash Flow Projection:	**2030**		
Consulting including Design & Studies			
In House Engineering	$3,000.00		
Communication / Signage			
Construction / Contractor	$37,000.00		
Materials			
Equipment Purchases			
Contingency			
Total	$40,000.00	$0.00	$0.00
Costs Incurred to 2029 Year End	**$0.00**		

Impact on Operating Budget:	**$0.00**	**$0.00**	**$0.00**

Total Project Budget:	**$40,000.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:

Tax Levy	$40,000.00
Total	$40,000.00

Year: 2030

Vehicle Detection Installation (Traffic Signals)

2030-21 (30Q.2)

Priority Score: 45.60

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	This project will provide significant improvements to vehicular traffic flow throughout the City.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Minor health and safety benefits are expected due to this project.
Legislation Score	Is the project required for legislative/regulatory compliance?	4	The project assists in meeting MMS compliance.
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	3	Moderate probability of failure with low consequences (inconvenience and inefficiency) are anticipated if the project does not proceed.
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Moderate operational performance improvement is anticipated when detection system are upgraded due to increased reliability and lower repair costs.
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	1	No funding opportunities are anticipated.
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	1	The project will provide a minor benefit to the environment by reducing vehicle idling while waiting for traffic signals to change because an obsolete detection system is still being used.
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	1	There may be a minor social benefit realised due to improved traffic signal functionaiity.
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	1	There is no aesthetic value to this project.
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input Score	Has the project been identified through public engagement?	1	City staff receive frequent complaints from drivers when traffic signal detection systems do not work properly.

Year: 2030

Accessible Pedestrian Signals Installation

2030-23 (30Q.3)

Priority Score: 42.70

Rationale	Asset Management - Replacement	**Priority Level:**	Moderate - Score 21-48
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	10	**Staff Contact:**	
Future Replacement Cost:	$54,000.00	**Location/Coordinates:**	City of Owen Sound

Description and Rationale:

Asset Management - Replacement - This is an annual programme to replace existing or install new Accessible Pedestrian Signals, as per AODA requirements, at intersections equipped with traffic signals.

Due to its relative infancy and use in colder climates, this technology is constantly evolving and improving. As well, it seems to be more susceptible to failure, damage, and possibly vandalism due to the size of the housing that is used for the actuation buttons, and, to date, has to be replaced more frequently than conventional pedestrian signal systems.

The cost indicated in the budget is sufficient to completely replace or install a new APS at one intersection.

Cash Flow Projection:	**2030**		
Consulting including Design & Studies			
In House Engineering	$3,000.00		
Communication / Signage			
Construction / Contractor	$37,000.00		
Materials			
Equipment Purchases			
Contingency			
Total	$40,000.00	$0.00	$0.00

Costs Incurred to 2029 Year End	**$0.00**

Impact on Operating Budget:	**$0.00**	**$0.00**	**$0.00**

Total Project Budget:	**$40,000.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:

Tax Levy	$40,000.00
Total	$40,000.00

Year:	2030

Accessible Pedestrian Signals Installation

2030-23 (30Q.3)

Priority Score: 42.70

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	4	This project supports accessibility and active transportation by upgrading and/or replacing accessible pedestrian signals at intersections or controlled pedestrian crossings with an existing traffic controller and signals throughout the City.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	This project will provide some improvements in safety by updating and replacing obsolete or failed accessible pedestrian signals.
Legislation Score	Is the project required for legislative/regulatory compliance?	4	This project supports continued compliance with AODA and MMS.
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	3	Moderate probability of failure with low consequences are anticipated due to aging or obsolescent equipment.
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Few benefits to current operations are anticipated but replacement of this equipment will improve reliability and reduce calls for service and therefore reduce operational costs.
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	1	Few funding opportunities are anticipated but some intersections on Connecting Links may be eligible for Connecting Link funding, including the installation of new or upgraded APS.
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	2	This project supports active transportation by encouraging persons with disabilities to walk instead of driving or being driven to their destination.
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	2	This project supports persons with disabilities to participate in active transportation.
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	0	There is no aesthetic value for this project.
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input Score	Has the project been identified through public engagement?	2	This type of project is requested and supported by the public and AAC.

Year: 2030

Traffic Controller Replacement

2030-22 (30Q.4)

Priority Score: 58.40

Rationale	Asset Management - Replacement	**Priority Level:**	High - Score 49-69
Growth Related?:	No	**Department:**	Public Works and Engineering
Estimated Useful Life (years):	25	**Staff Contact:**	
Future Replacement Cost:	$84,000.00	**Location/Coordinates:**	City of Owen Sound

Description and Rationale:

Asset Management - Replacement - This is an annual budget to cover the cost to replace or upgrade traffic signal controllers. The City presently has 23 full traffic signal systems, 3 flashing signals and 4 pedestrian crossover signals at intersections or mid-block crossings with each having an expected service life of 25 years. With development and increasing traffic volumes, the number of signalised intersections is expected to increase. The average cost to replace a traffic signal controller and cabinet is $26,000 while a pedestrian crossover controller costs approximately $10,000. Based on the expected service life and number of controllers, the City should be replacing one controller every year.

Where new intersections are being developed in greenfield areas, consideration will be given to construct roundabouts instead of conventional intersections with traffic signals.

Cash Flow Projection:	**2030**		
Consulting including Design & Studies			
In House Engineering	$3,000.00		
Communication / Signage			
Construction / Contractor	$37,000.00		
Materials			
Equipment Purchases			
Contingency			
Total	$40,000.00	$0.00	$0.00
Costs Incurred to 2029 Year End		**$0.00**	

Impact on Operating Budget:	**$0.00**	**$0.00**	**$0.00**

Total Project Budget:	**$40,000.00**

Schedule:

Construction Start Date:	01/01/2030
Substantial Completion or Purchase Date:	12/31/2030

Funding Sources:

Tax Levy	$40,000.00
Total	$40,000.00

		Year:	2030
Traffic Controller Replacement	**2030-22 (30Q.4)**	**Priority Score:**	**58.40**

Justification for Matrix Values		Score 0 - 5	Justification / Rationale for Rating
People	How many people will be directly impacted by the project?	5	This project will provide benefits to a large portion of City residents and visitors.
Health & Safety Score	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	The project will provide a positive impact to traffic safety.
Legislation Score	Is the project required for legislative/regulatory compliance?	4	The project supports MMS.
Asset Management Score	Is the project a high priority for replacement in the asset management plan?	4	Moderate probability of failure with a moderate to high consequences associated with failure are anticipated due to aging equipment.
Operational Performance Score	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Operational reliability will reduce repair costs.
Financing Score	Can the cost of investment be leveraged or are there partnership funds available?	1	OCIF funding may be applicable.
Environment Score	Environment ScoreDoes the project address needs impacted by climate change?	1	The project will have little or no impact on the environment.
Socio-Economic Factors Score	To what degree does the project support diversity and inclusion initiatives?	3	The project will have a moderate impact on the public when upgrades are made to accommodate the installation of Accessible Pedestrian Signals (APS) to meet AODA requirements which cannot be supported in some older controllers.
Aesthetic Value Score	To what degree is the aesthetic value of the asset improved?	1	There is little or no aesthetic value expected.
Strategic Plan Score	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input Score	Has the project been identified through public engagement?	1	This project has very low recognition or understanding by the general public.

Staff Report

Report To: Community Services Committee

Report From: Jen Wright, Events Coordinator &
Viveca Gravel, River District Coordinator

Meeting Date: February 18, 2026

Report Code: CS-26-011

Subject: 2026 Tourism Year-End Wrap Up Report

Recommendations:

THAT in consideration of Staff Report CS-26-011 respecting the 2025 Tourism Year-End Wrap and 2026 Tourism Plan, the Community Services Committee recommends that City Council receive the report for information purposes.

Highlights:

- 2025 was a productive year at Tourism at the TOM.
- The Tourism landscape is changing, and staff continue to adapt and evolve services and marketing strategies.
- 2026 will bring new opportunities which includes Nature's Gateway Marketing campaign, Tourism APP expansion, Tourism Ambassador Program.

Vision 2050 - Strategic Plan Alignment:

Strategic Plan Priority: Prosperous City – Supporting initiatives that increase competitive economic advantages for current and new businesses and their employees.

Background:

Owen Sound Tourism delivers services under three key pillars:

- Product Development;
- Marketing and Promotion; and
- Visitor Services.

Product Development within the Tourism division strives to market Owen Sound as a travel destination by creating experiences and activities that draw tourists to the community and showcase the city's most attractive features.

Marketing and Promotion through publications, advertising, website, social media, and participation in events and tradeshows, promote Owen Sound as a tourism destination and provide interactive opportunities to share information about the City's assets. These channels concentrate on the services offered throughout our community while highlighting our rich cultural, historical, and natural attractions.

Visitor Services serves as a first stop for those visiting Owen Sound and the surrounding area. In May 2024, it moved to the Tom Thomson Art Gallery. In addition to welcoming visitors to the area, staff provide tourists with access to free publications, brochures, merchandise, products, and information on Owen Sound Tourism and Events. From the May long weekend to Thanksgiving, Tourism is open 7 days a week. City Hall also provides publications and City-branded merchandise to help Visitor Services as well throughout the year.

Tourism Landscape

The tourism landscape has changed dramatically in recent years, shaped by technological advances, shifting traveler preferences, and a growing focus on sustainability. Digital tools like AI-powered planning, contactless services, and virtual reality now define the travel experience, making it more seamless and personalized. Travelers increasingly seek authentic, immersive experiences, longer stays, and opportunities to engage with local culture, while niche markets such as outdoor adventures, cultural tourism, and sports travel are expanding rapidly. At the same time, sustainability has become a central consideration, with eco-friendly accommodations, and responsible tourism policies guiding both destinations and travelers. Economic and policy shifts further support this evolution, emphasizing strategic growth, local benefits, and resilient tourism models that cater to a post-pandemic world.

Partnerships are Crucial

Partnerships are crucial to the operation of the tourism industry and the city is fortunate to collaborate with many significant tourism stakeholders.

Some of those partners include:

- **Grey County**: Grey County Tourism is the Destination Marketing Organization (DMO) for Grey County and operates within the newly formed Economic Development, Tourism, and Culture Department.
- **RTO7**: Tourism in Bruce-Grey-Simcoe is developed, sustained, and expanded with the help of RTO7 Regional Tourism Organization 7. RTO7 supports private businesses and destination marketing organizations by assisting with our area's tourism planning, marketing, fundraising, and product development.
- **Tourism at the TOM**: Visitor Services was relocated to the Art Gallery building in 2024. The building's lobby offers both Tourism and Gallery visitor services. Tourism and the Art Gallery collaborate on staff and volunteer training as well as marketing and promotions.
- **Community Partners**: Staff collaborate closely with several other community partners, including the Grey Roots Museum and Archives, Grey Sauble Conservation Authority, The Roxy Theatre, Billy Bishop Museum, Owen Sound Attack and the Great Lakes Waterfront Trail Association, among others. The Sydenham Sportsmen Association represents the city to provide tourism information at more than 15 outdoor shows.

Analysis and Options:

Community Services Committee received the 2025 Tourism workplan which was based on direction provided by council through the Strategic Plan, and various Master plans and is aligned with the Capital and Operating budgets. The purpose of this report is to review the 2025 Tourism year and outline planning for 2026.

Savour Owen Sound

The Savour Owen Sound event celebrated its 13th year in March 2025. The promotions were designed to highlight the dining options in the city and runs for 4 weeks.

- Each week, staff featured a different Savour Owen Sound restaurant on Facebook, through a website feature, and by hosting a contest for a $50 gift certificate to the restaurant.
- The event featured 14 local eateries, each offering a unique special dine-in menu unique to their specific flavours.
- Total of 775 QR code scans recorded for Event Details.
- 432 online ballots were submitted to vote for The People's Choice Savour Skillet award and for a chance to win the $1,000 Foodie Basket grand prize at the end of the campaign.
- European Bakery was the 2025 winner of the People's Choice Savour Skillet award.
- Digital stats during the March event include:
    - Reach 105,133
    - Views 166,060

This long-standing event that has traditionally celebrated local restaurants is evolving into a content based large reach digital campaign to better reflect how people now discover and choose travel experiences. Rather than focusing on residents within Owen Sound, in 2026 a content-based campaign with greater reach throughout Ontario will allow us to reach potential visitors outside the city—a particular draw for day-trippers and short-stay tourists—who are actively looking for destinations that offer great food, unique experiences, and a reason to travel.

The campaign will position the city as a culinary destination. This approach aims to drive increased visitation, longer stays, and greater economic impact for local businesses. It will also allow for flexible, cost-effective promotion, measurable results, and storytelling that can be shared widely across digital media, websites, and tourism platforms.

Ultimately, moving to a content based digital campaign with extended reach modernizes a trusted community initiative while expanding its reach and ensuring it continues to deliver value to restaurants, businesses, and the broader Owen Sound economy.

The 2026 campaign will ensure the month-long event moves forward in a sustainable manner acting as a tourism catalyst, positioning Owen Sound as a culinary destination.

SNOwen Sound Frolics

SNOwen Sound Frolics returned for its 6th year in February. This month-long celebration promoted hyperlocal travel and outdoor activity while encouraging visitors to explore Owen Sound's outdoor attractions through online puzzles that functioned as clues, directing them to 13 locations throughout the City.

Staff purchased giveaways from local stores to promote shopping and inspire residents to be active and healthy. The initiative encouraged our community to enjoy being outside while promoting and supporting local businesses.

SNOwen Sound Frolics was created during the COVID-19 pandemic as a response to public health restrictions that limited in-person gatherings and traditional events. The initiative successfully provided a safe, locally focused way to support businesses and encourage community engagement during a challenging period. However, as conditions have changed and regular events and activities have fully returned, the original purpose of SNOwen Sound Frolics is no longer as relevant, and the event has come to a natural conclusion.

The funds that were previously budgeted for SNOwen Sound Frolics will be redirected toward destination marketing initiatives including Nature's Gateway. This reallocation ensures continued support for local businesses by promoting Owen Sound as a year-round destination to visitors outside the community. By focusing on destination marketing, the city can highlight signature restaurants, attractions, and activities, encouraging increased visitation, longer stays, and broader economic impact while using the budget in a way that aligns with current needs and strategic tourism goals.

The Salmon Tour

The Owen Sound Salmon Tour showcases Owen Sound's unique connection to the Sydenham River during the annual salmon migration, mid-September to mid-October. This event combines traditional and modern promotional strategies, leveraging QR codes on posters around the city and distributing printed and digital maps. These measures enhance accessibility for diverse audiences, while a strong online presence provides real-time updates and engages the community.

The Salmon Tour's social media posts achieved top views overall for 2025, demonstrating its exceptional engagement with audiences:

- Views: 226,960

- Reach: 99,667
- Event responses: 1,423

In partnership with the Grey Sauble Conservation Authority, we were able to see a return of the popular Salmon Discovery Day. This event took place Saturday, October 4 and ran from 11:00 a.m. to 3:00 p.m. offering participants a passport to stamp at each mapped location that could later be entered to win a prize pack. This family-friendly, accessible community event celebrates the annual Chinook salmon migration along the Sydenham River in an immersive and informative format.

The mostly self guided adventure had participants move through the city along the Sydenham River stopping at important or scenic locations. The event began at the West Side Boat Launch where parking was plentiful, and a restroom stop was available for those travelling a distance. The tour included several location highlights:

- A stop at the Community Waterfront Heritage Centre, where participants were able to learn about the rich history along Owen Sound waterfront.
- A walk across the new Downtown River Precinct (DRP2) boardwalk for an up close and unique view of the river.
- The Farmers' Market where participants were able to take in local farmers and vendors.
- The Art Gallery where participants were treated to some cookies and coffee and a nice break while taking in a portion of the film "All to Clear."
- The Mill Dam where members of the Sydenham Sportsmen Association shared information about the hatchery and stocking practices and where participants were treated to the sight of jumping salmon as they migrate over the fish ladder.
- Harrison Park the jewel in the City's crown where a selection of vendors lined the pathways offering "earth" based wares from animal figurines to crystals and antique fishing gear.
- The final stop was at the Grey Sauble Conservation Authority Arboretum where participants enjoyed a salmon taste by Café Gilou, information about the spawning beds up a short path and activities including a giant inflatable anatomically correct salmon.

This year partners were able to organize a jump on and off accessible shuttle service making the 2025 Salmon Discovery Day as accessible as possible.

This event emphasizes Owen Sound's strong connection to nature, conservation, and outdoor education.

2025 marked tourism's first partnership with Park Bus. Park Bus is a Canadian organization that provides affordable, bus transportation from major urban centers (Toronto, Ottawa, Montreal, Vancouver, and Halifax) to national parks, provincial parks, conservation areas, and outdoor recreation destinations across the country. It is a tourism-focused transportation initiative that connects people with natural destinations, reducing reliance on cars and encouraging outdoor recreation. Staff provided two full busses of participants with a guided tour. Staff heard participants marvel at the beauty of the city, it's connection to nature and the diversity of locations and opportunities. Some participants took in a lunch in the River District while others spent time taking in more of what Harrison Park had to offer before completing the hike from Harrison Park to the Arboretum and Inglis Falls.

Staff will continue to work with Park Bus in 2026 to offer tours and experiences as opportunities arise.

In addition to those on the bus from Toronto, staff were able to connect with a young family who drove from Paris, Ontario to take in the tour as a day trip.

Marketing & Promotion Highlights Brochures and Publications

Staff produce and update a series of brochures and publications each year to support tourism and help residents and visitors navigate Owen Sound. The most requested are the Owen Sound Maps and Attractions brochure and the Owen Sound Restaurant Guide.

The Attractions brochure includes a comprehensive directory of parks, trails, beaches, open spaces, and the River District.

Owen Sound's trail networks and self-guided tours are popular for walking, biking, and motorized recreation, with the Tourism team working with Grey County to promote the city as bike, ATV, snowmobile, and motorcycle friendly. Paid advertisements appeared in Rrampt, Georgian Triangle Tourism Association, The Owen Sounder, Sweetwater Music Festival, Salmon Spectacular, Georgian Bay Symphony, The Sound, and Escarpment Magazine, supported by complementary digital marketing efforts.

Nature's Gateway

The Nature's Gateway campaign was developed as a unifying tourism narrative to position Owen Sound as the natural starting point for year-round exploration of Grey County and the Niagara Escarpment, while also reinforcing art, culture, and entertainment as the heart of the visitor experience. The concept grew from recognizing a consistent theme across visitor feedback, tourism data, and local assets: people come to Owen Sound for nature, but stay for the experience, culture, food, and community atmosphere. To harness this, the campaign was built as a seasonal content strategy spanning summer, fall, winter, and spring anchored by cornerstone articles such as "Top Ten Things To Do in Owen Sound this Fall". Long form web articles supported search engine visibility and trip planning, while tailored content for Facebook, Instagram, TikTok, Spotify, and Google Ads extended reach through short form storytelling, visual hooks, and targeted calls to action. This approach allowed the City to maximize a single creative concept across multiple digital channels, ensuring consistent messaging, strong brand recognition, and cost-effective content production while reaching visitors at different stages of travel planning and inspiration.

The Owen Sound Tourism Development Fund (Municipal Accommodation Tax managing entity) allocated matching funds for the summer and fall campaigns to launch into the market. Funding applications will continue to be made to maximize impact in densely populated targeted areas.

Due to the success of this campaign staff have developed merchandise to compliment the messaging and plan to continue this through 2026.

Nature's Gateway Summer 2025 is ranked as the 5th most visited page on owensoundtourism.ca with 45,193 events (number of time users trigger an event or interaction).

Summer/Fall Stats:
Impressions: 4,900,017
Clicks: 33,795

Owen Sound Tourism Website

The Owen Sound Tourism website continues to grow. Throughout this year's, online campaigns—such as Savour Owen Sound, Salmon Tour, Summerfolk, Canada Day, and more, it features timely updates, and images that successfully engaged audiences, raised community awareness, and strengthened tourism branding.

The City of Owen Sound continues to benefit from having a tourism-specific website because it serves as a central hub for visitors to discover, plan, and engage with the destination. Unlike business specific websites, a tourism-focused site highlights attractions, experiences, events, accommodations, dining, and local activities, helping potential visitors easily see why they should choose the area. It also allows the city to showcase seasonal offerings, or special events, and share engaging content such as photos, videos, and itineraries.

From a marketing perspective, the tourism website increases visibility to both local and out-of-town audiences, supports digital campaigns, and improves search engine optimization when people are researching trips. Additionally, it provides valuable analytics on visitor behavior, which can guide promotion, partnerships, and service improvements and strengthens the destination brand, drives tourism, and helps the local economy by connecting travelers directly with experiences and accommodations in the area.

Website Stats:

Views:234,000
Event Count: 572,000
Top Pages Visited:
- #1 - Camping & RV
- #2 - Events & Festivals

Countries Visiting Site:
- #1 - Canada
- #2 - United States

Age:
- #1 – 25 to 34
- #2 – 45 to 54

New Tourism App

The Owen Sound Tourism app was beta-launched in the summer of 2025 and is a free travel app developed by Owen Sound Tourism to assist visitors in exploring the area's attractions, natural beauty, and cultural sites right from their mobile devices. It functions as a digital travel guide, giving users access to key information about the Scenic City's landscapes, historic River District, parks, and trails while they're on the go.

Optimized for all mobile devices (with a free download from app stores), the app supports location-based discovery and includes curated stops, insider

tips, trail details, local stories, and highlights such as Inglis Falls, Bruce Trail access, and River District features—making it easier for visitors to plan their visit and explore at their own pace. The app will continue to be updated in 2026 with helpful information and tours such as Corkscrew City Tour.

Other Marketing

- Social Media (Facebook, Instagram, X, TikTok)
- Monthly Eblast – once per month - 1515 subscribers

Merchandise

City of Owen Sound branded merchandise includes toques, hats, t-shirts, sweaters, stickers and more and are available at The Attack Shack, City Hall and Tourism at the Tom.

Visitor Services Highlights

In 2024 Tourism underwent a significant transition in response to Service Review Action 1 a.3. initiating a pilot project to combine Tourism services and the Tom Thomson Art Gallery.

The move relocated all operations from the former CN Rail Station, which historically shared space with the Community Waterfront Heritage Centre and operated seasonally from May to October.

Tourism at the Tom now provides a unique opportunity to connect with visitors who are already engaged in cultural experiences. Gallery-goers are an ideal audience for discovering local attractions, restaurants, events, and recreational activities, encouraging them to explore more of Owen Sound during their visit. It also enhances the visitor experience by providing maps, brochures, digital information, or staff guidance, while also offering year-round visibility and promoting longer stays. Additionally, it strengthens partnerships between the tourism department and local arts organizations, reinforcing Owen Sound's reputation as a vibrant, arts-focused destination.

During the summer months, (May to September) Tourism Summer Ambassadors engage with visitors at City-run and partner events across Owen Sound, providing information about local attractions and leading interactive activities for youth, families, and children. They also support City and River District events by distributing brochures, sharing updates and news, and routinely delivering tourism materials throughout the community. This fall, 2 part time students stayed on to assist at Tourism to ensure coverage until Thanksgiving weekend.

Students attended several events over the summer months including, Wheel and Ride, TD Harbour Nights, The Hottest Street Sale, Outdoor Movie Nights, Summerfolk, Canada Day, One World Festival and The Salmon Derby.

The Tourism Centre welcomed 1,174 visitors in 2025, a 89.9% decrease from 2024.

Visitor Services

From Victoria Day weekend through late November, Visitor Services recorded clear seasonal patterns in visitor activity between 2019 and 2025, with traffic consistently building through spring, peaking in July and August, and softening into the fall. While pandemic years created expected disruptions, a strong rebound followed, culminating in a record 11,604 visitor interactions in 2024. In 2025, 1,174 visitors were recorded, with lower numbers reflecting both the shortened reporting window and changes in how visitors access information. Data gathered by frontline staff shows that visitors continue to come from a mix of Grey Bruce, across Ontario, the GTA, other parts of Canada, the U.S., and overseas, demonstrating Owen Sound's broad appeal. Summer students were instrumental in this success, serving as enthusiastic ambassadors at major events, supporting Visitor Services, and ensuring tourism materials were consistently available at hotels, restaurants, and key locations throughout the community. Complementary Grey County Environics data, which measures tourism activity city-wide, confirms the same seasonal rhythm, showing strong growth through spring and summer and a typical fall softening. Together, these data sources indicate that while in-person Visitor Centre traffic naturally declines after peak season, overall tourism demand in Owen Sound remains strong and follows expected seasonal trends.

Looking Ahead to 2026

In recent years, research and insights from Tourism Ontario and related provincial planning have shown that travellers increasingly rely on digital tools and online information when planning trips, which has fundamentally changed how people discover and engage with travel experiences. Rather than seeking out physical visitor information centres, most travellers now begin their journey with online searches, mobile resources, social media inspiration, and virtual planning tools long before they arrive — a shift that reflects broader trends in how tourists dream about, research, and plan travel in a digitally connected world. These changes have contributed to a decline in foot traffic at traditional tourism information centres, leading some

to close or reorient services toward virtual and online support as the preference for digital channels grows. Responding to this shift, Destination Ontario and industry partners are investing more in data-driven digital marketing, online research platforms, and virtual visitor engagement to meet travellers where they already are — on screens rather than in person.

Enhancing Visitor Experience and Services

Owen Sound will continue to improve visitor services by creating a more welcoming atmosphere at the shared Tourism and TOM space. This includes adding clear messaging at the front counter and incorporating interactive features that engage visitors. Building on the success of the Visitor Services Pilot Project at the Tom Thomson Art Gallery, services will be refined to maximize the impact of a combined reception and service area with the Library, Tourism, and Art Gallery.

Expanding Tourism Offerings

Tourism experiences will be broadened and diversified. The Corkscrew City Tour will be enhanced with the self-guided option using a QR Code and a summer in person event. Successful events, such as Savour Owen Sound will be modified through a digital campaign inspiring travel to Owen Sound and positioning it as a culinary destination.

Additional digital campaigns will help support the overall tourism message for Owen Sound, continuing to focus on the top 10 things to do in Owen Sound during specific seasons with the overarching campaign of Nature’s Gateway.

Leveraging Digital Tools and Engagement

Continuous development of the Owen Sound Tourism App will help to grow and online first presence and provide exclusive content, and event notifications. Digital engagement will also be strengthened through expanded digital campaigns targeting key demographics with our visually appealing tourism website to keep content fresh and relevant.

Fostering Collaboration and Regional Partnerships

Owen Sound will work closely with Grey County, RTO7, Tourism Ontario and neighbouring municipalities to coordinate tourism efforts, optimize budgets, and deliver inclusive and creative initiatives. Local organizations and businesses will be engaged to develop unique visitor experiences that highlight the area’s cultural and outdoor assets.

Emphasizing Sustainability and Accessibility

Tourism initiatives will prioritize eco-friendly and accessible experiences, including free bike rentals, self guided nature tours, and inclusive programming. These efforts will reinforce Owen Sound's commitment to sustainability and accessibility in all aspects of tourism.

Year-Round Marketing and Continuous Improvement

Owen Sound will promote itself as a destination for all seasons, highlighting unique winter and off-peak attractions, and ensuring consistent branding across all marketing materials and digital platforms. Visitor analytics and feedback will be monitored to improve services, adapt marketing strategies, and respond to emerging tourism trends and traveler preferences.

Resource Alignment:

Financial Resources

2026 Budget

2026	Budget
General	$4,550
Publications & Brochures	$16,500
Visitor Services	$7,000
Prod Dev & Experiences + Marketing and Promotion	$30,500
	$58,550

Tourism research shows that trip planning and discovery today happen almost entirely online, including search engines, social media, mobile apps and user-generated content platforms — meaning travelers look for inspiration and make decisions digitally before they ever contact a tourism business directly. People are travelling more intentionally — focusing on sustainability, local experiences, and immersive activities — and they expect to discover and book these experiences online. Digital platforms can support: Custom itineraries, Online booking and reservations, Real-time updates, VR/interactive previews. All of which align with current traveller behaviour. Our budget for product development & experience and marketing and promotion reflect this.

Human Resources

Due to current staffing changes, staff in other departments have been covering Tourism at the TOM in the interim.

Time and Scheduling

N/A

Technology and Infrastructure

N/A

Climate and Environmental Impacts:

There are no anticipated climate or environmental impacts.

Communication Strategy

The Community Services Committee will be provided a 2026 Tourism Update report reflecting the 2026 Tourism Workplan. To synchronize tourism messaging, staff collaboration with the County of Grey, RTO7, and our tourism partners.

Consultation:

- Grey County
- RT07
- Community Waterfront Heritage Centre
- Local hotels
- Grey Roots Museum and Archives

Attachments:

Attachment 1 – Tourism Wrap Up Presentation

Reviewed by:
Jen Wright, Events and Activation Coordinator
Viveca Gravel, River District Coordinator
Aidan Ware, Director & Chief Curator - Art Gallery, Culture, Tourism
Pam Coulter, Director of Community Services

Submission approved by:
Tim Simmonds, City Manager

For more information on this report, please contact Jen Wright, Events Coordinator at jwright@owensound.ca or Viveca Gravel, River District Coordinator at vgravel@owensound.ca.



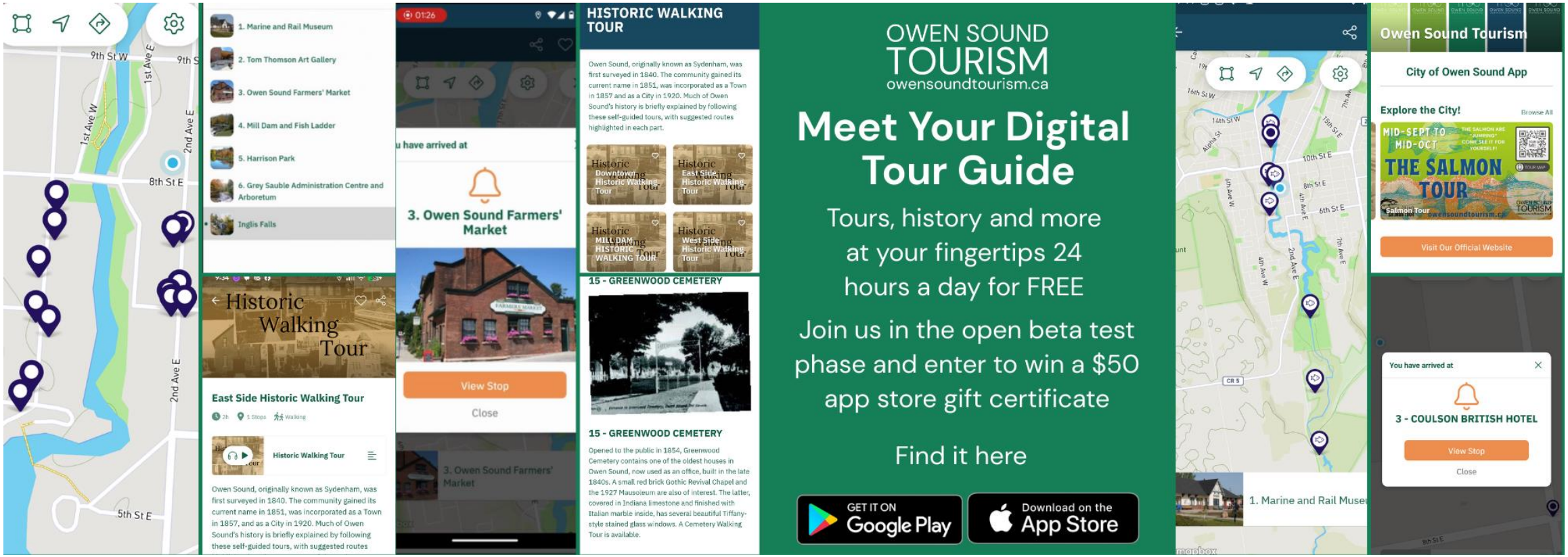
Owen Sound Tourism 2025 Wrap Up

Community Services

February 18, 2025

owen sound
where you *want* to live

Tourism App



OWEN SOUND TOURISM

owen sound

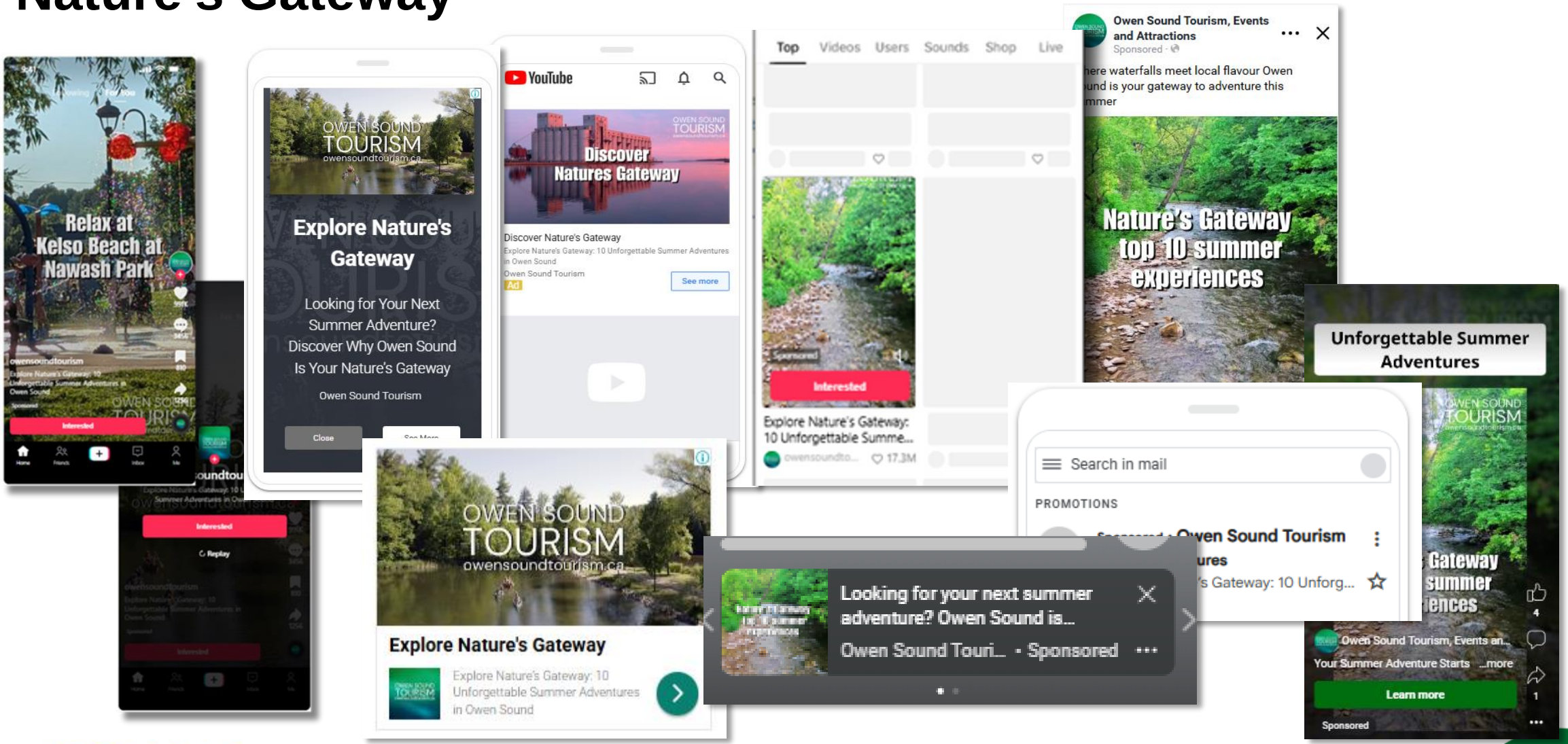
Salmon Tour & Salmon Discovery Day



OWEN SOUND TOURISM

owen sound

Nature's Gateway



OWEN SOUND TOURISM

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Branded Merchandise



OWEN SOUND TOURISM

owen sound

Municipal Accommodation Tax

4% levy on short-term stays (28 days or less)

Provides financial support for initiatives that attract visitors and enhance local amenities.

$93,000 granted to 10 local organizations for projects enhancing cultural vibrancy and year-round visitation.





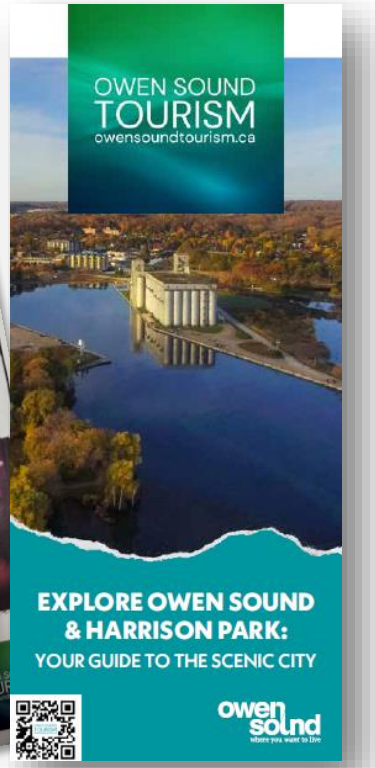
OWEN SOUND TOURISM

owen sound

Looking Ahead

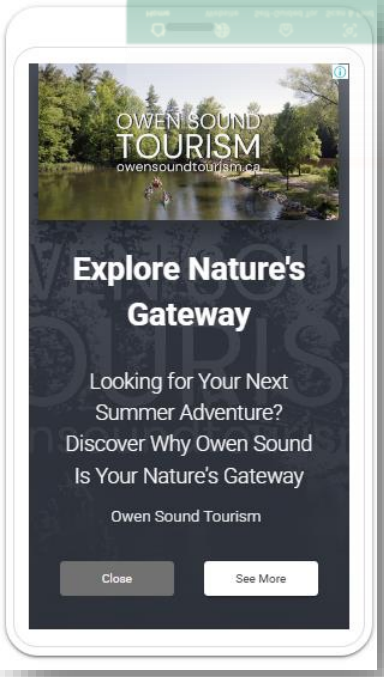
- Tourism Ambassadors – Events
- Owen Sound's brochure delivery to hotels, cafes/restaurants, facilities & tourism stops
- Monthly newsletters to subscribers
- Enhance Tourism at the Tom space
- New technologies for streamlining ticket sales and merchandise















Staff Report

Report To: Community Services Committee

Report From: Rebecca Ellerdiem, Senior Advisor, External Relations and Investment Attraction

Meeting Date: February 18, 2026

Report Code: CM-26-010

Subject: Initiatives to Support Investment Readiness

Recommendations:

THAT in consideration of Staff Report CM-26-010 respecting Initiatives to Support Investment Readiness, the Community Services Committee recommends that City Council directs staff to:

1. Collaborate with Grey County on investment readiness initiatives including assessments or feasibility studies required to support site packaging activities;
2. Apply for grant funding to implement the External Relations and Investment Attraction Action Plan 2025-2027; and
3. Bring forward a by-law to amend the Board and Committee By-law to:
    a. Establish a Harbour Development Task Force, as outlined in the Terms of Reference attached to the report; and
    b. Appoint the members that accept an invitation from staff.

Highlights:

- The City of Owen Sound is actively pursuing investment readiness initiatives that include close collaboration with Grey County and other stakeholders.
- Provincial cost-share funding of up to $150,000 is available for projects that support the implementation an existing economic development plan or strategy.

- A proposed Harbour Development Task Force will promote regional collaboration between the City, First Nations, Grey County municipalities, and other stakeholders.
- The task force mandate will be to consider harbour development opportunities and to report back to council with recommendations for future action by Fall 2026.

Vision 2050 - Strategic Plan Alignment:

Strategic Plan Priority: Prosperous City – Supporting initiatives that increase competitive economic advantages for current and new businesses and their employees.

Community stakeholder responses to the Future Owen Sound—Vision 2050 strategic planning survey encouraged initiatives to support job creation and business development. Many respondents also referenced pride in the City's strong marine history as a federal port and expressed a desire for investment in the revitalization of the City's waterfront. Multiple priorities include the potential to strengthen relationships with local First Nations on development opportunities.

Previous Report/Authority:

Report CM-25-026 Re: External Relations and Investment Attraction Plan

Report CM-25-029 Re: Review of Final Draft - Future Owen Sound - Vision 2050 Long-Term Strategic Plan

Report CM-25-010 from the Senior Manager of Strategic Initiatives and Operational Effectiveness Re: Vision 2050 - Community Engagement Report

Presentation Re: Grey County's 2024 Annual Report

Background:

The City of Owen Sound is actively pursuing investment readiness initiatives that include close collaboration with Grey County and other local, regional, national and international stakeholders. The following action plans form the basis for the recommendations of this report.

Regional collaboration for an 'Investment Ready' Grey County

As per the Grey County *Economic Development, Tourism and Culture Master Plan*, the following actions fall within 'Investment Ready':

> **2.4** *Explore options to create municipally owned employment lands, including three large-scale industrial parks strategically positioned across the Region.*
>
> **2.5** *Identify and resource significant regional economic development projects that will generate generational wealth, to positively impact Grey and its member municipalities.*

Staff continue to work collaboratively with Grey County to develop sector profiles, promote data-informed practices, and identify employment lands to support investment readiness. Grey County has engaged a consultant, Think Compass, to support work on major economic development projects.

Representatives of Council and staff have also recently participated in economic development workshops hosted by Grey County:

- The inaugural 2024 Annual Economic Development Leadership Forum
- The April 2025 Warden's Economic Development Leadership Luncheon
- The October 2025 Annual Economic Development Leadership Forum

International opportunity and the Fresh Coast Economic Corridor

In September 2025, the Great Lakes and St. Lawrence Cities Initiative (the "Cities Initiative") published an Economic Transformation Action Plan to support the establishment of the Fresh Coast Economic Corridor. As host city to a federal port, Owen Sound and Grey County are part of a multi-jurisdictional global trade corridor.

As per the Cities Initiative media release:

> *The Action Plan provides a 10-year blueprint to position the region as the Fresh Coast Economic Corridor and one of North America's fastest-growing economies over the next decade while safeguarding the region's unparalleled freshwater resources for current and future generations.*
>
> *With 84 percent of North America's surface freshwater, a highly integrated regional economy that ranks as the third largest in the*

world and other comparative advantages, the region is uniquely positioned to thrive in an era of global water scarcity.

Through the implementation of the Action Plan, the Cities Initiative and its partners aim to build on these strengths and contribute to the achievement of the following regional goals by 2035:

- *Attract 500,000 new businesses that are committed to sustainability*
- *Create 18 million jobs for the region's residents*
- *Avoid any percentage increase in consumptive water loss*
- *Improve water quality from 'fair' to 'good'*
- *Reduce emissions by 300 million metric tons*

Developing Owen Sound's Vision 2050 into a roadmap to prosperity

In October 2025, following the adoption of the *Future Owen Sound—Vision 2050 Long-Term Strategic Plan*, an 18-month *External Relations and Investment Attraction Action Plan* ("ERIA action plan") was created to capture initial actions supporting multiple strategic priorities, with a special emphasis on building collaborative relationships as a secure foundation for future growth and prosperity.

The current Owen Sound Harbour & Downtown Urban Design/Master Plan Strategy was developed in 2000 with a focus on comprehensive urban design. The work of the ERIA action plan will look to existing planning documents for tie-ins to the broader economic development context of the harbour and waterfront district.

Analysis and Options:

Staff recommend taking a proactive approach to support investment readiness initiatives, as many of these opportunities require a long-term outlook to anticipate and prepare for future infrastructure needs. This work is agnostic to any known or unknown opportunities. The recommendations support strategic advancement of the City's investment attraction goals.

Notably, within the current global context, there are funding and investment opportunities today that did not exist a year ago. The opportunity risk of inaction is substantial.

With careful work and coordination between partners, the City is strategically positioned to advance regional prosperity. This work includes:

- identifying, preparing, and/or preserving prime employment lands;
- pursuing funding opportunities and partnerships to implement action plans; and
- strengthening our relationships with core partners, including neighbouring municipalities, First Nations, and other stakeholders.

Site identification to promote prosperity and attract investment

Industrial site packaging for future development is included as a core responsibility of the new External Relations and Investment Attraction portfolio.

In July 2025, the City of Owen Sound's City Manager and Senior Advisor, External Relations and Investment Attraction, met with Grey County and Invest Ontario to learn more about the new provincial agency's work to streamline investment attraction.

Preparing an Invest Ontario partner portal listing for a city-owned site(s) is included in the Senior Advisor's 2026 work plan.

Staff are actively engaged in work to identify and package future employment lands in collaboration with Grey County and other stakeholders.

The first recommendation of this report is necessary to advance this work by enabling the collection of more detailed information required to advance development initiatives that will contribute to the City's long-term prosperity.

Implementation of capacity-building action plan initiatives

The ERIA action plan includes short- and medium-term initiatives designed to build relationships, build capacity, and build opportunity.

The Rural Ontario Development (ROD) Program's Economic diversification, competitiveness and capacity building stream provides cost-share funding for projects that support communities to build economic development capacity and implement strategies that increase competitiveness to retain businesses, attract investment and enhance growth.

- Economic diversification and competitiveness: projects will support the implementation an existing economic development plan or strategy. This stream offers up to 50 per cent cost-share, up to $150,000.

Eligible expenses for this funding include professional fees such as legal and assessment costs, event marketing and promotion costs, honorariums for

Indigenous Elders and Traditional Knowledge Keepers, workshop and training development, speaker fees, and event related transportation costs.

The second recommendation of this report will authorize staff to apply for funding through ROD or other applicable grant programs to recover a portion of the costs associated with implementing the ERIA action plan. Matched contribution funding would be allocated within this year's budget, next year's budget, or, if necessary, through an additional request in the 2027 budget. Staff will also work collaboratively with Grey County on joint funding applications for unallocated costs where applicable.

Promoting collaboration and reconciliation on shared goals

While we celebrate the Port of Owen Sound's historical significance, with Vision 2050 our community is now looking to the future. Waterfront revitalization and opportunities for regional collaboration on economic development initiatives were both noted as significant community priorities.

In November 2025, staff attended the Cities Initiatives' Ontario Water Leaders Summit, where Grey County Warden Andrea Matrosovs was joined by Saugeen First Nation Chief Conrad Ritchie to highlight local reconciliation efforts on a panel about building stronger First Nation-Municipal relationships. Both emphasized the shared goal of building connection and stronger relationships in our region.

Over the last number of months, staff have begun to build an informed picture of our current infrastructure realities as well as preliminary work to envision future scenarios for the revitalization of Owen Sound's harbour.

Staff strongly recommend convening a task force to provide more detailed insight into options and opportunities for the Owen Sound harbour. Staff furthermore recommend that this task force be used to support the strategic priority to foster mutually beneficial and respectful relationships by including Indigenous representation as well as members from all Grey County municipalities connected by Georgian Bay's coastline, in alignment with the economic development action plans at the local, regional, and international levels referenced above.

Additionally, as per the Association of Municipalities of Ontario's Indigenous Reconciliation Action Plan, "municipalities and First Nations communities are neighbours, sharing resources, and infrastructure, as well as overlapping interests in community well-being and regional development," and further calls on municipalities to commit to the value of Inclusion and Collaboration

and "commit to shared leadership and co-development, ensuring Indigenous Peoples are meaningfully involved in shaping decisions that impact them."

In accordance with By-law No. 2026-008, Establishment of Boards, Committees and Task Forces, staff have drafted a proposed Terms of Reference for a Harbour Development Task Force (Attachment 1).

If approved, staff will issue invitations to task force members based on the preferred composition identified below, which include:

- Two (2) seats for the Owen Sound Mayor and the Chair of the Community Services Committee (or Council designate);
- Two (2) seats for Indigenous members, such as Saugeen Ojibway Nation or Nawash Economic Development Corporation;
- Four (4) seats for representatives of Grey County and Grey County municipalities located on the shoreline of Georgian Bay; and
- Four (4) seats for institutional or community experts with special knowledge related to the task force mandate.

A meeting schedule will be determined pending the members' acceptance of the invitation to join the task force. Up to six (6) meetings will be held at the call of the chair, at a location determined by the chair. The proposed mandate is to consider harbour development opportunities and to report back to council with recommendations for future action.

The third and final recommendation of this report is to direct staff to bring forward a by-law to amend the Board and Committee By-law to establish a Harbour Development Task Force in accordance with the proposed Terms of Reference attached to the report and appoint the members that accept the invitation sent by staff.

Resource Alignment:

Financial Resources

There are no new financial implications associated with this report.

Staff will apply for grant funding to support the implementation of the ERIA action plan, which may require a matching contribution that would be pursued through this year's budget, next year's budget, or, if necessary, through an additional request in the 2027 budget.

Costs associated with the Harbour Development Task Force are expected to remain within existing departmental budget allocations.

Human Resources

Investment readiness initiatives are included in the 2026 work plan for the Senior Advisor, External Relations and Investment Attraction and are part of the role's core responsibilities.

Approximately 180 hours of staff time have been allocated to identify and pursue opportunities that enhance the City's investment readiness and competitiveness, such as enhancing local hydrogen sector profile, activating the Harbour District, and packaging industrial lands for future development in collaboration with Grey County. The Senior Advisor will continue to provide in-kind support when collaborating with external partners.

The Harbour Development Task Force is anticipated to require approximately 12 to 18 hours of staff time (approximately 2-3 hours per meeting for up to 6 meetings) from the Clerks Department and Planning Department. This would include the support of a recording secretary and informational briefings from other staff as needed.

Time and Scheduling

The deadline for the next intake of the Rural Ontario Development program is February 26, 2026.

Staff will continue to explore available grants and funding opportunities to support investment readiness initiatives, including opportunities for collaboration with external stakeholders.

The timeline to issue invitations for the Harbour Development Task Force is March 2026, with the initial meeting occurring in Spring 2026 and a report back expected by Fall 2026.

Technology and Infrastructure

N/A

Climate and Environmental Impacts:

The recommendation supports the City's Climate Mitigation Plan.

Activities to support the City's investment readiness have the potential for environmental impact. These recommendations aim to reduce climate and environmental impacts through planning, design, and operation of assets and other projects.

Communication and Engagement:

Updates on initiatives to support investment readiness will be included in the quarterly economic development newsletter. Individual communications plans and/or media releases will be prepared when recommended by Communications staff.

Report Developed in Consultation With:

Communications Team

Briana Bloomfield, City Clerk

Attachments:

Proposed Terms of Reference for Harbour Development Task Force

Reviewed by:
Tim Simmonds, City Manager

Submission approved by:
Tim Simmonds, City Manager

For more information on this report, please contact Rebecca Ellerdiem, Senior Advisor, External Relations and Investment Attraction at rellerdiem@owensound.ca or 519-376-4440 x 1254.

Purpose

1. The Harbour Development Task Force (the "Task Force") is established to consider harbour development opportunities and to report back to Council with recommendations for future action by September 2026.

Mandate

2. The Task Force is directed to:
   a. champion regional collaboration;
   b. review relevant information, including action plans, engagement summaries, technical briefings, and staff reports;
   c. consider local alignment opportunities between the City of Owen Sound Official Plan, the Future Owen Sound—Vision 2050 Long-Term Strategic Plan, and the strategies and action plans of intergovernmental bodies and initiatives, such as:
      - Grey County's Economic Development, Tourism, and Culture Master Plan
      - Association of Municipalities of Ontario's Indigenous Reconciliation Action Plan
      - Great Lakes and St Lawrence Cities Initiatives' Economic Transformation Action Plan
   d. request information from subject matter experts as needed;
   e. provide guidance and non-binding advice to staff; and
   f. prepare a report with recommended next steps for presentation and consideration by Council by September 2026.

Goals and Objectives

3. The Task Force will review development options and opportunities related to the Owen Sound harbour and surrounding area to recommend future actions for the consideration of Council.

Composition

4. The Task Force will be comprised of a maximum of twelve (12) members as follows:
   a. Two (2) seats for the Owen Sound Mayor and the Chair of the Community Services Committee (or Council designate);
   b. Two (2) seats for Indigenous members, such as Saugeen Ojibway Nation or Nawash Economic Development Corporation;
   c. Four (4) seats for representatives of Grey County and Grey County municipalities located on the shoreline of Georgian Bay; and

d. Four (4) seats for institutional or community experts with special knowledge related to the task force mandate.

5. All members will be appointed by Council and included in the Board and Committee By-law.

6. All members will be subject to the City's Code of Conduct.

7. Each member will have one vote.

8. The chair of the Task Force will be a Council member, chosen by the members at the first meeting of the Task Force using the Clerk's procedure in effect at the time.

Term

9. The Task Force will begin on April 1, 2026, and will expire on August 31, 2026, or when the mandate of the Task Force is met.

Reporting

10. Agendas and minutes of the Task Force will be created for internal use by the Task Force.

11. A final report will be presented to Council for consideration.

Meetings

12. Up to six (6) meetings will be held at the call of the chair, at a location determined by the chair.

13. A quorum is not required for a meeting to take place.

Delegated Authority

14. The Task Force does not have any decision-making capacity or delegated authority, except to direct staff to assist with administrative support, including the gathering of information and resource materials to assist the Task Force with its mandate.

Remuneration

15. The Council members on the Task Force, including the chair, will not receive remuneration beyond the remuneration they receive as a member of Council.

16. All other Task Force members will serve in a volunteer capacity with no remuneration.

Staff Resources

17. The Staff Liaison is the Senior Advisor, External Relations and Investment Attraction.

18. The Staff Liaison is responsible for gathering all agenda material or anything else requested by the Task Force and preparing the final report to Council.

19. The Task Force will be supported by a recording secretary who will be responsible for sending meeting invitations, circulating the agenda, and taking minutes at meetings.

Staff Report

Report To: Community Services Committee

Report From: Rebecca Ellerdiem, Senior Advisor, External Relations and Investment Attraction

Meeting Date: February 18, 2026

Report Code: CM-26-009

Subject: Team Grey Memorandum of Understanding

Recommendations:

THAT in consideration of Staff Report CM-26-009 respecting the Team Grey Memorandum of Understanding, the Community Services Committee recommends that City Council direct the City Manager to execute the Team Grey Memorandum of Understanding, substantially in the form attached to the report.

Highlights:

- The Team Grey Memorandum of Understanding (MOU) promotes regional cohesion on economic development initiatives while ensuring that the authority to approve investment readiness projects lives with the member municipality.
- The MOU was written based on input collected from economic development staff and CAOs from all nine member municipalities.
- Council endorsement of the MOU aligns with the goals and objectives of the Official Plan, Section 2.2.3 Economic Vitality.

Vision 2050 - Strategic Plan Alignment:

Strategic Plan Priority: Prosperous City – Supporting initiatives that increase competitive economic advantages for current and new businesses and their employees.

The Team Grey Memorandum of Understanding supports regional economic development and investment readiness.

Previous Report/Authority:

Report CM-25-026 Re: External Relations and Investment Attraction Plan

Report CM-25-015 Re: Community and Business Development Mid-Year Update

Presentation Re: Grey County's 2024 Annual Report

Background:

The City of Owen Sound is actively pursuing investment readiness initiatives that include close collaboration with Grey County and other local, regional, national and international stakeholders.

As per the County staff report EDTC-CW-17-25 (Attachment 2):

> *The Team Grey MOU is recommended through the Economic Development, Tourism & Culture Master Plan (EDTC Master Plan), which was developed with all member municipalities in 2023, to support cohesive regional economic development and investment readiness. The draft MOU was written based on input collected from economic development staff and CAOs from all nine member municipalities and the County, and was reviewed, and amended by the same.*

Staff participated in the development of the Team Grey MOU and provided feedback on drafts through quarterly economic development officer working group meetings and local CAO meetings. Staff and Council members also reviewed and provided comment on a draft MOU during the Annual Economic Development Leadership Forum hosted by Grey County in October 2025.

The final draft of the Team Grey MOU was presented to the Grey County Committee of the Whole and endorsed on December 11, 2025, and adopted by Grey County Council on January 6, 2026.

Analysis and Options:

The purpose of the Team Grey MOU (Attachment 3) is to "set out a framework for collaboration between Grey County and its nine member

municipalities as it relates to economic development and investment readiness, to signal mutual commitment, streamline cooperation and create a clearer, more attractive environment for investors."

Each party is responsible for its own costs unless otherwise agreed in advance in writing and approved through annual budgets or Council direction. A template workplan is provided to support collaboration between the County and member municipalities on a project by project basis (Attachment 4).

Council endorsement of the Team Grey MOU aligns with the goals and objectives of the City's Official Plan, Section 2.2.3 Economic Vitality:

> *f. Implement an Economic Development Strategy, in conjunction with the County of Grey, focused on attracting and retaining businesses and that achieves the creation of a positive investment climate and partnerships among educational institutions, businesses, industries and government.*

Staff are confident in recommending endorsement of the Team Grey MOU as presented.

Resource Alignment:

Financial Resources

There are no new financial or resource implications related to the adoption of this report. Joint initiatives may be cost-shared on a project-by-project basis.

The City's access to the Environics Analytics Spotlight data-sharing platform is through a joint initiative with Grey County that would be included under the proposed Team Grey MOU. This includes a $1000-$1500 annual Municipal contribution and $20,000 to $30,000 County contribution. The City's contribution is included in existing departmental budget allocations.

Human Resources

Staff resources will be assigned through annual workplan allocations as appropriate.

Time and Scheduling

The term of the Team Grey MOU will begin on the date endorsed by City Council and expire December 31, 2028, to align with the remainder of the EDTC Master Plan. The MOU will be reviewed annually by the County-

Municipality Economic Development Working Group. Subsequent five year terms are proposed.

Technology and Infrastructure

Endorsement of the Team Grey MOU will ensure continued access to the Environics Analytics Spotlight data-sharing platform through a joint initiative with Grey County.

Climate and Environmental Impacts:

There are no anticipated climate or environmental impacts.

Communication and Engagement:

Staff will coordinate with Grey County on a joint media release pending Council adoption. An update on the Team Grey MOU will be included in the quarterly economic development newsletter.

Report Developed in Consultation With:

Christina McLean, Committee and Executive Support Coordinator

Attachments:

1. Attachment 1 - Correspondence from Grey County Clerk dated January 23, 2026
2. Attachment 2 - County Staff Report EDTC-CW-17-25 re: Team Grey Memorandum of Understanding
3. Attachment 3 - Team Grey Memorandum of Understanding
4. Attachment 4 - Team Grey Memorandum of Understanding Workplan Template

Reviewed by:
Tim Simmonds, City Manager

Submission approved by:
Tim Simmonds, City Manager

For more information on this report, please contact Rebecca Ellerdiem, Senior Advisor, External Relations and Investment Attraction at rellerdiem@owensound.ca or 519-376-4440 x1254.

Clerk's Department

595 9th Avenue East, Owen Sound Ontario N4K 3E3
519-372-0219 / 1-800-567-GREY / Fax: 519-376-8998

January 23, 2026

Briana Bloomfield
City of Owen Sound
VIA EMAIL
bbloomfield@owensound.ca

Please be advised that at its meeting held January 8, 2026, Grey County Council endorsed the following resolution:

CW178-25
Moved by: Councillor Kentner
Seconded by: Councillor Dobreen

That report EDTC-CW-17-25 regarding the Team Grey Memorandum of Understanding be received; and

That Grey County Council endorse the Team Grey Memorandum of Understanding as presented to support regional economic development and investment readiness; and

That the Warden and Clerk be authorized to sign the Team Grey MOU; and

That this report including the Team Grey MOU be circulated to all Grey County Member Municipalities for consideration and signing.

Please provide this letter to the relevant staff in your municipality for further handling and to work with Savanna Myers, Director of Economic Development, Culture and Tourism, to determine the best way to present the information to your Council. She can be reached at Savanna.Myers@grey.ca.

Yours Truly,



Brittany Rier
Deputy Clerk
548-877-0731
brittany.rier@grey.ca
www.grey.ca

Enclosures (2)
Team Grey Memorandum of Understanding
Report EDTC-CW-17-25 Team Grey Memorandum of Understanding

Committee Report

To:	Warden Matrosovs and Members of Grey County Council
Committee Date:	December 11, 2025
Subject / Report No:	EDTC-CW-17-25
Title:	Team Grey Memorandum of Understanding
Prepared by:	Savanna Myers, Director EDTC
Reviewed by:	Randy Scherzer, CAO
Lower Tier(s) Affected:	All

Recommendation

1. **That report EDTC-CW-17-25 regarding the Team Grey Memorandum of Understanding be received;**
2. **That Grey County Council endorse the Team Grey Memorandum of Understanding as presented to support regional economic development and investment readiness;**
3. **That the Warden and Clerk be authorized to sign the Team Grey MOU; and**
4. **That this report including the Team Grey MOU be circulated to all Grey County Member Municipalities for consideration and signing.**

Executive Summary

The purpose of this report is to present the draft Team Grey Memorandum of Understanding (MOU) to Council for consideration and endorsement. The Team Grey MOU is recommended through the Economic Development, Tourism & Culture Master Plan, which was developed with all member municipalities in 2023, to support cohesive regional economic development and investment readiness. The draft MOU was written based on input collected from economic development staff and CAOs from all nine member municipalities and the County, and was reviewed, and amended by the same.

Background and Discussion

The Team Grey MOU is recommended through the Economic Development, Tourism & Culture Master Plan, which was developed with all member municipalities in 2023. Under Priority 1: Leadership & Collaboration, the action item supports the goal, 'build cohesion':

> ***1.4** Develop and sign a **'Team Grey' Memorandum of Understanding** with member municipalities to clearly define roles, responsibilities, resources and expectations.*

While the Team Grey MOU could encompass a wide scope, the inaugural document is focused only on Priority 1 and Priority 2 of the EDTC Master Plan. This includes:

1.1	Host an **Annual Economic Development Leadership Forum** to build regional perspective, cohesion and pride among CAOs, senior leadership and elected officials.
1.2	Conduct regular environmental scans to assess trends and pursue strategic **advocacy** opportunities as Grey County, with the support of municipalities and partners.
1.3	Develop **municipal partnership and boundary adjustment case studies** to unleash mutually beneficial development and resource sharing opportunities; coordinate research; and site tours of best practice examples.
1.4	Develop and sign a **'Team Grey' Memorandum of Understanding** with member municipalities to clearly define roles, responsibilities, resources, and expectations.
2.1	Collate, research and prepare data reports to develop a **data sharing program** to serve member municipalities, partners, and businesses.
2.2	Engage in **systems mapping** to identify the most relevant municipal, provincial, federal and industry programs that strategically align with our core and emerging sectors.
2.3	Build **shared tools and templates** at the county level to support municipal and partner efforts, as collectively identified, from policy frameworks, such as the CIP Program, to digital marketing assets.
2.4	Explore options to create **municipally owned employment lands**, including three large-scale industrial parks strategically positioned across the Region.
2.5	Identify and resource **significant regional economic development projects** that will generate generational wealth, to positively impact Grey and its member municipalities.
2.6	Strengthen **welcoming communities' infrastructure** to meaningfully integrate and retain residents.

Why is an MOU needed?

The MOU sets out a framework for collaboration between Grey County and its nine member municipalities as it relates to economic development and investment readiness, to signal mutual commitment, streamline cooperation and create a clearer, more attractive environment for investors.

From an economic development standpoint, Grey County is fortunate to have strong, collaborative relationships between the County and its member municipalities. This MOU is designed to further strengthen those connections by clarifying roles and responsibilities, while improving continuity during staff transitions through a standardized, transferable framework. The accompanying annual workplans will serve as a mechanism for proposing, evaluating, and implementing projects tailored to individual municipalities.

To date, there has been some uncertainty around leadership, roles, and decision-making in economic development – particularly investment readiness. This lack of clarity can result in inefficiencies and wasted resources, which neither the County nor its municipalities can afford.

The Team Grey MOU is meant to operationalize the discussions and opportunities communicated through the Economic Development Leadership Series, while helping to clearly define roles, responsibilities, resources and expectations between Grey and its municipalities. As Team Grey hones its skills, the MOU can be evaluated and updated to reflect advancement.

Why Now?

Over the first two years of Master Plan implementation, foundational research and preparatory work were essential to reach the stage of a draft MOU. To position our teams for success, we introduced relevant tools, templates, and shared platforms, while deepening our understanding of the opportunities, processes, and perspectives needed to advance economic development across Grey County.

Staff have worked diligently over the past several years to understand the current situation, anticipate future trends, and identify innovative, strategic opportunities that can be started today, to support Grey County Council's long-term goal of building communities for the future. Through research, positioning, and strategic initiatives, staff and Council have aligned priorities and pursued actions that strengthen our collective impact and position the region for sustainable growth.

With this shared understanding and access to common tools, the time is right to formalize collaboration – avoiding duplication of effort and optimizing resources. We also seek commitment to collectively adopt and leverage the tools developed and acquired.

This is a Made in Grey approach to more formalized collaboration, which celebrates and holds on to who we are, both individually and collectively, while we plan and grow together. It's about deciding what we want the County to look like, and taking a proactive, collaborative approach to get there in a sustainable way.

Drafting Process

The 'Team Grey' MOU was formally drafted following three rounds of engagement with economic development staff and CAOs from all nine member municipalities. In October, it was circulated for review and comment by the same.

Annual Project Workplans

Annual project workplans will be jointly developed and shared between the participating municipality(ies) and the County, unless otherwise agreed by all parties. These plans will be project specific and outline program details, timelines, roles and commitments. They will also identify representatives and define mutually agreed supports.

While the MOU applies equally to the County and all member municipalities, annual workplans will only apply to those engaged in a given project. Some municipalities may opt out of projects in a particular year due to resource constraints; however, this does not affect our broader shared commitments and value under the MOU.

Definitions

Terms in economic development are typically subject to many interpretations. To ensure we are all speaking the same language, the following definitions have been agreed:

Economic Development (Ec Dev)	Economic development is the intentional practice of improving a community's economic well-being and quality of life. It involves activities to attract, create, and retain jobs, foster a resilient and pro-growth tax base, and build an inclusive economy. Economic development is a collaborative effort among industry, government, and community stakeholders, aiming for long-term prosperity and sustainability.
Business Retention & Expansion (BR&E)	Business Retention & Expansion is a proactive economic development strategy focused on supporting and growing existing businesses within a community. BR&E programs connect with local businesses to understand and respond to their needs, helping them overcome challenges and pursue new opportunities. This approach is typically less costly and more effective than recruiting new businesses and is responsible for up to 80% of net new jobs and capital investment in many communities. BR&E activities include regular check-ins, providing assistance, and developing strategies to improve the local business climate.
Investment Attraction (IA)	Investment attraction refers to efforts by local economic development organizations to encourage firms from outside their communities to locate operations within their region. It includes domestic relocation within the country and foreign direct investment from international firms. Communities support this by expediting permits, organizing job fairs, sourcing real estate, and facilitating grants. These efforts are essential for diversifying the economy, creating jobs, and growing the tax base.
Community Economic Development (CED)	Community Economic Development (CED) is a process by which communities work collaboratively to improve economic and social conditions. CED focuses on local empowerment, capacity building, and sustainable development, often involving partnerships among municipalities, businesses, and residents. The goal is to create vibrant, resilient communities that can adapt to changing economic circumstances and foster inclusive growth.
Investment Ready Lands	Investment Ready Lands are properties that have been prepared and positioned to attract investment. This includes ensuring up-to-date zoning and servicing information (serviced or serviceable), conducting servicing studies, and maintaining inventories of available sites. Investment ready lands are marketed to site selectors and investors, streamlining approvals, and reducing administrative burdens for municipalities and investors.
Investor	An investor is an individual or organization that provides capital to a business, project or property with the expectation of financial return. Investors may be local, domestic or foreign and include private individuals, corporations and government agencies. In economic development, they are key to funding new ventures, expanding businesses and driving regional growth.

Systems Based Approach	A holistic way of understanding complex problems/geographies by viewing them as interconnected systems rather than isolated pieces and emphasizes the relationships and interactions between them.

Mapping the Ecosystem

Economic Development is a collaborative effort. Each party maintains their autonomy and plays an important role in the broader ecosystem, which when aligned, carries great strength.

Roles & Responsibilities			
Federal & Provincial	Grey County	Member Municipality	Industry Associations/Chambers
Set national & provincial policies International & Interprovincial Trade Large-scale Innovation Investing in infrastructure Foreign Direct Investment Leads	Position region for long term growth & sustainability Data Collection & Analysis Investment Attraction Tools & Templates Workforce Development Entrepreneurship Support Industry & Municipal Support Regional Marketing Advocacy	Community Vision and Advocacy Community Economic Development Local Infrastructure Readiness to support economic development goals Business Retention & Expansion Business & Landowner Relationship Building Local Policies Maintain and Expand Lands and Building Inventory	Advocacy Information sharing, training & education. Networking

Grey County's 'Team Grey' Value Proposition to Municipalities

By signing the Team Grey MOU, municipalities gain access to direct supports, cost savings, and shared resources that strengthen local capacity while reducing duplication and, in some cases, saving expenses.

Financial Savings & Resource Efficiencies

- Cost-sharing opportunities for joint initiatives and strategic projects.
- Potential Seed funding to pilot collaborative projects across multiple municipalities.

Capacity Building & Staff Training

- Access to shared economic development staff and expertise, reducing the need for municipalities to hire specialized roles individually.
- Training programs for new and existing staff, including professional development, leadership training, and succession planning, to build stronger local teams.

Data, Research & Marketing Support

- Exclusive access to regional data tools, dashboards, and sector reports that would otherwise require costly local investment.
- Inclusion in County-wide marketing campaigns, with customized municipal branding and messaging; shared promotional efforts that give municipalities broader exposure without increasing their marketing budgets.
- County-led grant writing to improve funding success. (Ie. CECI Funding for investment strategy and feasibility study; RED for regional marketing programs, etc).

Investment Readiness and Advocacy

- Regional site selector services to ensure all municipalities are represented when investors are looking for opportunities.
- Standardized investment readiness tear sheets and marketing through Invest Ontario where appropriate.
- Stronger advocacy with senior levels of government on shared priorities.

Examples of Additional terms that could be added over time as Team Grey evolves:

- Access to a County-managed pre-approved vendor list with pre-negotiated rates, saving municipalities both time and money on procurement and service delivery.
- County-supported recruitment, internship and succession planning programs to help fill critical skill gaps.
- County-led servicing studies to help municipalities prepare employment lands at a lower cost.
- Standardized planning templates and processes to streamline approvals, reducing administrative burden and consultant costs.

Next Steps

Following Council endorsement, County staff will deliver presentations or delegations to each municipality, accompanied by a corresponding municipal staff report for consideration and endorsement. The start of the term will therefore differ by municipality based on the date of each signature.

Financial and Resource Implications

There are no direct financial or resource implications related to the adoption of this report for the County or its municipalities. As per the MOU, each party is responsible for its own costs unless otherwise agreed in writing and approved through annual budgets or Council direction. Joint initiatives may be cost-shared on a project-by-project basis. Staff resources will be assigned through annual workplan allocations as appropriate.

Relevant Consultation

☐ Internal: CAO, EDTC Staff

- ☐ AODA Compliance (describe)
- ☐ Contribution to Climate Change Action Plan Targets (describe)

☐ External: All member municipal CAOs, all member municipal economic development staff or designates.

Appendices and Attachments

Economic Development Tourism & Culture Master Plan

Team Grey Memorandum of Understanding

Workplan Template

Team Grey Memorandum of Understanding

Purpose

This Memorandum of Understanding (MOU) sets out a framework for collaboration between Grey County and its nine member municipalities as it relates to economic development and investment readiness, to signal mutual commitment, streamline cooperation and create a clearer, more attractive environment for investors.

Guiding Document

The Economic Development, Tourism & Culture (EDTC) Master Plan shall serve as the foundational document guiding all collaborative efforts outlined in this MOU. The County will establish a cohesive regional vision through the EDTC Master Plan by applying a systems-based approach to economic development and investment readiness. Workplans and associated actions will be developed in alignment with the priorities identified in the EDTC Master Plan, ensuring consistency, strategic focus, and measurable impact across the region.

Scope

To begin, the scope of this MOU will be limited to the first two priorities from the Economic Development, Tourism & Culture Master Plan:

- Priority 1: Leadership & Collaboration
- Priority 2: Investment Readiness

Guiding Principles

- Mutual Respect and Trust - Parties commit to working together in good faith, respecting each other's roles, expertise, and contributions.
- Shared Vision and Goals - The collaboration is grounded in a common understanding of desired outcomes, such as regional prosperity and sustainable growth.
- Transparency and Accountability - Open communication and clear responsibilities are maintained to ensure all parties are accountable for their commitments; this includes maintaining confidentiality as necessary.

- Collaboration and Coordination - Efforts are coordinated to avoid duplication, leveraging collective strengths and resources, to maximize impact across the County and its sectors.
- Equity and Inclusion - Activities and decisions will reflect a commitment to mutual benefit across all Grey County municipalities.
- Evidence-Based Decision Making - Planning and implementation will be informed by data, research, and best practices.
- Flexibility and Adaptability - The MOU allows for adjustments as priorities evolve or new opportunities arise.

Rationale

- Clarify Roles and Expectations - Establishes who is responsible for what, reducing ambiguity and potential conflict.
- Formalize Collaboration - Provides a documented commitment to work together, which can strengthen trust and legitimacy.
- Align Strategic Priorities - Ensures that all parties are working toward shared objectives, such as those outlined in the EDTC Master Plan; County and Municipal plans should speak to one another.
- Support Funding and Resource Allocation - Demonstrates coordinated planning, which can be critical for securing grants or investments.
- Enable Long-Term Planning - Creates a foundation for sustained collaboration beyond short-term projects or political cycles.
- Promote Regional Cohesion - Encourages a unified approach to economic development that transcends municipal boundaries and fosters regional identity.

Roles and Responsibilities

Grey County

- Position the region for long-term growth and sustainability through systems mapping and attention to local, provincial, national, and global trends and propose relevant projects to municipal partners for consideration.
- Develop tools and templates, including a shared data platform for use by municipalities and partners.
- Lead regional data collection and analysis, support analysis of local data.
- Lead investment attraction: first point of contact with Invest Ontario to facilitate site selectors and maintain inventory of marketable investment-ready sites.
- Lead investment attraction marketing, including a website and brand.
- Convene Quarterly Economic Development Roundtables with municipal partners, including shared professional development and training opportunities.
- Provide funding or in-kind Support for joint initiatives where feasible.

Member Municipalities

- Determine local community vision, clear determination of go/no go investments and preferred location of employment lands.
- Lead Community Economic Development efforts, including determination of individual, local priorities.
- Lead Business Retention and Expansion (BR+E) Activities that build relationships and knowledge with businesses and landowners; share relevant data with the County.
- Identify and maintain highest and best use land and buildings inventory, including up-to-date zoning and servicing information in a shared template database.
- Designate a Point Person for economic development coordination.

Shared

- Prioritize strategic, long-term thinking and where possible, pursue joint initiatives that can support investment readiness.
- Develop and update a County-Wide Economic Development, Tourism & Culture Master Plan every five years to ensure the County and Municipal strategies speak to one another; work from guiding document collectively and individually.
- Consistently use the shared data platforms, tools and resources developed.
- Participate in the Economic Development Leadership Series.
- Respect the value of relationships each party has built.
- Ensure consistency of investment ready messaging and branding across platforms and communications.
- Champion each other and speak with pride about ourselves and each other.
- Collaborate on funding applications for regional economic development and investment readiness programs.
- Work towards consistency across planning and development policies, templates, and processes.
- Share success through simple acknowledgements and shared platforms where applicable, such as press releases, dedicated webpages, events and delegations and engagements.

Project Specific Workplans

- To be determined annually where appropriate between the County and each Member Municipality (some projects may involve multiple municipalities).
- Information will remain confidential between parties when applicable related to investment opportunities or specific properties, to protect negotiating positions and trade secrets.
- The member municipality(ies) will maintain final decision on project acceptance.

- To include program and activity outlines, timeline, and commitment expectations, assign representatives, and map mutually agreed customized supports.

Decision Making & Governance

- Each party maintains their autonomy. The authority to approve investment readiness projects lives with the member municipality.
- A County-Municipal Economic Development Working Group will oversee the implementation of this MOU.
- Each municipality and the County shall appoint at least one staff representative; the County Director of Economic Development, Tourism & Culture shall chair.
- The Working Group will meet at least quarterly and operate on a consensus basis.
- Subject matter sub-groups may be recommended and actioned based on shared priorities and workplans.
- Annual report prepared for Local CAO Group and Councils.

Financial Arrangements

- Staff resources to be assigned by each party through annual workplan allocation as appropriate.
- Joint initiatives may be cost-shared on a project-by-project basis, as recommended by the Working Group. Examples include:
    - $1000-$1500 annual Municipal contribution and $20,000 to $30,000 County contribution for shared data platform, Environics.
- Each party is responsible for its own costs unless otherwise agreed in advance in writing and approved through annual budgets or Council direction.

Term & Termination

- The term will begin January 1, 2026 and expire December 31, 2028, to align with the remainder of the EDTC Master Plan; subsequent five year terms proposed.
- The MOU will require annual review by the County-Municipal Economic Development Working Group.
- The MOU will remain a living document. With progression, alternations will be recommended as necessary to County and Municipal Councils for direction.
- This MOU is non-binding.

Signatures

Grey County

Grey County Warden	Date
County Clerk	Date

Municipality x

Mayor,	Date
Clerk,	Date

Team Grey Workplan

Project _____

Confidential: Yes No

Lead Municipality		
Partner Municipalities		
Priority		
Budget		
Anticipated Timeline	**Start Date:**	**Due Date:**

Project Proposal:

Objectives	**Key Milestones**

Strategic Link	**EDTC Master Plan:**	**Municipal Strategic Plan:**

Task Description	**Staff Lead**	**Timeline**	**Status**

Collaborative Commitment

Signature: _____ _____

Date: _____ _____

Grey County Municipality

Staff Report

Report To: Community Services Committee

Report From: Pamela Coulter, Director of Community Services

Meeting Date: February 18, 2026

Report Code: CS-26-009

Subject: Park Naming – 823 5th Avenue East

Recommendations:

THAT in consideration of Staff Report CS-26-009 respecting the Naming of the Park at 823 5th Avenue East, the Community Services Committee recommends that City Council directs staff to undertake public engagement regarding four (4) potential park names, including Eighth Street Park, Boyd Street Park, Old School Park, and Ningaawendam Miikana (Friendship Land), as outlined in the report.

Highlights:

- Policy CS-087 provides a policy-driven and transparent approach to considering requests for naming and renaming of parks and facilities in the City.
- Consistent with the policy and the recommendation from the renaming, a locational name is suggested for a short list of names that would be used to undertake engagement with the public and other stakeholders.
- Engagement is planned using the City's OurCity Public Engagement framework for the first quarter of 2026, with a follow-up report planned for April.

Vision 2050 - Strategic Plan Alignment:

Strategic Plan Priority: Celebrating and Embracing Culture - Uplifting all aspects of the City's local culture, including Indigenous Peoples' cultural

histories and practices, the cultural histories and practices of all residents, and formal institutional arts and culture.

Previous Report/Authority:

Policy CS-087 Naming and Re-Naming Policy for City Parks and Facilities

Report CS-25-047 from the Director of Community Services Re: Request Under Policy CS087 to Rename Ryerson Park

Report CS-25-061 from the Director of Community Services Re: Request to Rename Ryerson Park

Minutes: Owen Sound City Council, July 7, 2025

Report CM-25-037 from the City Manager Re: Ryerson Park Renaming – Working Group Overview and Recommendation, which included the following recommendation as approved by City Council:

> Resolution CS-251217-002
>
> "THAT in consideration of Staff Report CM-25-037 respecting the Ryerson Park Renaming Working Group overview and 3 recommendations, the Community Services Committee recommends that City Council:
>
> 1. Ratify the Working Group's recommendation to rename Ryerson Park;
> 2. Direct the process to name the Park proceed in accordance with Policy No. CS-087;
> 3. Initiate the next phase in the process by February 2026;
> 4. Direct staff to prioritize a name with a locational reference;
> 5. Direct staff to install a plaque/marker at the park to educate visitors about its history and previous names, ensuring transparency and public awareness; and
> 6. Dissolve the Working Group having successfully completed its mandate as set out in Policy No. CS-087."

Background:

The City's Naming Policy provides a transparent framework for renaming and naming City parks and facilities

In 2021, the City of Owen Sound adopted Policy No. CS087, establishing transparent and consistent criteria for naming and renaming City parks and facilities. This policy ensures that any review or change to existing park names follows a structured process, with clear requirements for applicants and opportunities for community and expert consultation. The recent request to rename Ryerson Park was the first to be considered under this policy.

The Policy also covers requests for Naming a City Park or Facility.

As noted in the Previous report/authority section, Council directed the process to name the Park proceed in accordance with Policy No. CS-087 with the next phase by February 2026.

At the conclusion of the renaming process, Council directed that a naming process be commenced

This report was requested by Council and, in accordance with the policy, is to set out the proposed naming, together with information from the application. In this case, Council itself, by resolution, has directed the naming process to commence.

Analysis and Options:

Policy CS-087 has relevant policy considerations regarding naming of a park or facility

Sections 7 through 12 inclusive of the policy apply to naming.

In this case, Council has not directed that a specific name be considered; however, as part of the earlier resolution, priority was given to a name with a locational reference. This is consistent with section 9 of the Policy.

Through the previous process, respecting the consideration to rename, many name suggestions for the park were received. These names included:

- Old School Park;
- Eighth Street Park;
- Boyd Street Park;
- W. Douglas Park (first principal of Ryerson School);
- "Friendship Land" in Anishinaabe – Ningaawendam Miikana;

(Note: at this time, staff have not verified this translation with the SON Environmental Office); and

- Ovid Jackson Park.

Given the Council direction that the future name of the Park have a locational reference, it is suggested that the 2 individual names be removed from a potential list. Boyd was left on as this references the previous street name.

Next steps:

Using the City's public engagement platform, staff would create a project page. The page would include some information on the renaming and the opportunity to name the Park.

There would be online voting on the 4 names, with an opportunity to add a new or different name if the names on the list were not preferred.

Additionally, the City had written to the Saugeen Ojibway Nation regarding the renaming. Although comments were not received in time for the December meeting, the City did receive an email from Ben McLeod of the SON Environmental office that included the following:

> "We are pleased to hear that on December 17th, the Community Services Committee ratified the recommendation to rename Ryerson Park in Owen Sound and initiate the next stage of the process.
>
> The Joint Council of the Saugeen Ojibway Nation has appointed councilors Janine Manning (Chippewas of Nawash Unceded First Nation) and Theresa Root (Chippewas of Saugeen First Nation) - cc'd on this email - to act as SON representatives for the Ryerson Park renaming process. I trust that their knowledge and leadership will be beneficial in determining an appropriate name.
>
> The Environment Office remains available to provide research/technical support, translation assistance, SON community engagement, communications alignment, and coordination support to ensure the process aligns with the spirit of reconciliation."

Although there is no working group as there was for the process to consider a request to rename, staff will reach out to the two individuals noted to obtain their input and guidance.

This feedback and the responses to a survey would come back to the Committee at a future meeting.

Once a name is recommended, the policy requires a public notice with a minimum of 10 days' notice. The results of any input from that notice would be assembled and presented to this Committee in a staff report with a final recommendation. A decision to name a park is then enacted by bylaw.

Resource Alignment:

Financial Resources

Funds will be required for the new park sign as well as installation.

Human Resources

Staff time is required for staff reports, setting up and administering the Our City Engagement page and the survey and in preparing for consultation with the representatives from SON and to prepare the follow up report.

Time and Scheduling

February and March:	Build Engagement Page Develop survey for feedback on 3 names Engage with SON Representatives
April:	Follow up report to Committee
April:	Notice with Final Name
May:	By-law

Technology and Infrastructure

The City's OurCity public engagement platform will provide support for this project.

Climate and Environmental Impacts:

There are no anticipated climate or environmental impacts.

Communication and Engagement:

Public engagement will be done utilizing OurCity.

The communication effort will be designed by the Communications Advisor and will include this report, media release, social media and the City webpage.

Engagement with SON will be done directly with 2 individuals identified by the Environmental Office.

Under the policy, once a name is selected, notice must be given, providing at least 10 days for the public to submit comments.

Report Developed in Consultation With:

Communications Advisory, Carly McArthur

Attachments:

None

Reviewed by:
Pamela Coulter, Director of Community Services

Submission approved by:
Tim Simmonds, City Manager

For more information on this report, please contact Pamela Coulter, Director of Community Services at pcoulter@owensound.ca or 519-376-4440 x 1252.

January 2026

Development Update

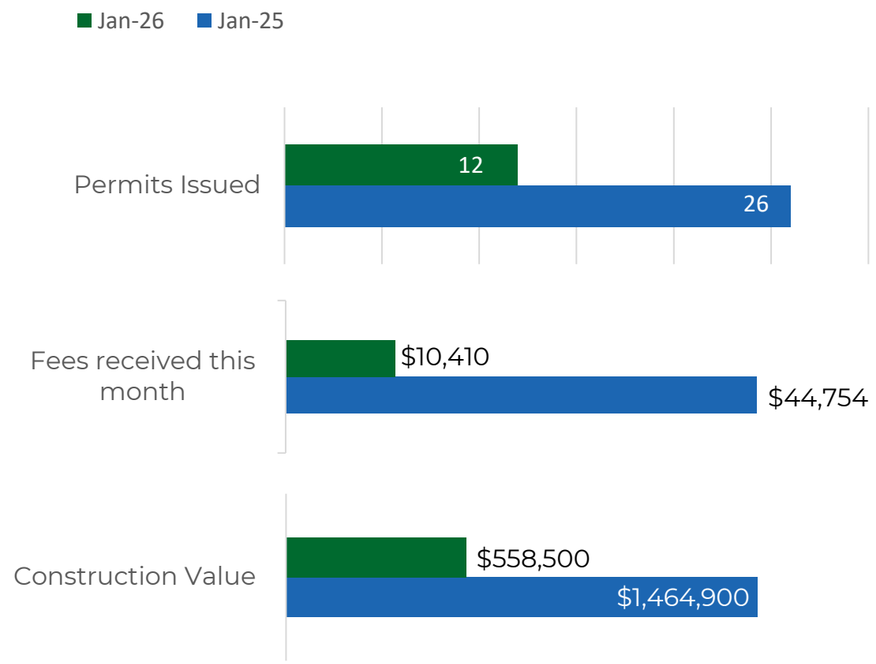
owen sound
where you *want* to live



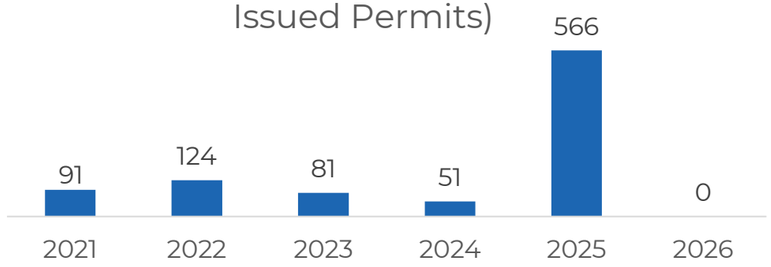
Major Permits and Projects in January :

- SkyDev Building A has reached 3 storeys, and the amenity building steel structure has been erected.
- Application has been received for the first building in an 11-unit townhouse development on 9th Ave East.
- Application has been received to convert offices on the 2nd and 3rd floor of 1717 2nd Ave East to coworking spaces.
- New tenant fit permit up for 837 2nd Ave East in the River District.
- A permit was issued for a new office space in the Makwa Cahill building on 7th St East.

Comparison with January 2025:



of New Residential Units(Based on Issued Permits)

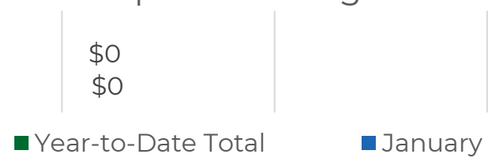


Types Year-to-Date:

Single Residential: 0
Semi/Duplex: 0
Row/Townhouse: 0

ARUs: 0
Apartments/Condos: 0

Development Charges Collected



Affordable Housing Units



*Note – data based on best information available to city at this time.

January Highlights

Construction value of:
$558,500
Compared to $1,464,9000 during the same months in 2025

12 **Building Permits Issued**
Including all building, plumbing, demolition, heritage, and tents.

$ 10,410
In building permit fees collected, compared to $44,754 during the same period in 2025
.

44 **Building Inspections were conducted during the month of January.**

Planning Applications Received

