



BUDGET IN BRIEF

*MULTI-YEAR CAPITAL PLAN
FOR THE
CITY OF OWEN SOUND*

JULY 2023

owen
sound
where you *want* to live

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Mission

Strengthening our community through sound leadership



Vision

The City of Owen Sound: Where You Want to Live



Values

- Caring
- Creativity
- Integrity
- Sustainability

City Council



Owen Sound City Council 2022 - 2026

Back row, from left to right: Councillor Melanie Middlebro', Councillor Travis Dodd, Mayor Ian Boddy, Deputy Mayor Scott Greig, Councillor Marion Koepke.

Front row, from left to right: Councillor Jon Farmer, Councillor Suneet Kukreja, Councillor Carol Merton, Councillor Brock Hamley

Strategic Priorities



A City That Grows



Safe City



Prosperous City



Green City



Collaborative City



City Building



A City That Moves



Service Excellence



Clear Direction

Strategic Priorities

Aligning staff and financial resources around key priorities enables a more focused effort toward achieving the Key Results for each pillar within the Strategic Plan.

These priorities align with and support the desired outcomes of each of the four pillar focus areas (Economy, Environment, Society & Culture, Finance).

Strategic Priorities:

Success in these priorities will result in a more sustainable, safe, prosperous, collaborative, vibrant, and resilient city. This will also allow the corporation to have more effective organization, face challenges and seize opportunities while strengthening service to citizens.

Strategic Priorities help guide capital plans and are outlined on this page.



A CITY THAT GROWS

Geographic Information System (GIS)
Planning & Engineering
Community Development



CITY BUILDING

Parks and Open Spaces
Cemetery
Arenas & Facilities
Library & Art Gallery
Public Works



SAFE CITY

Police
Fire
Animal Control



A CITY THAT MOVES

Transit
Traffic Lights & Street Lights
Roads & Sidewalks



PROSPEROUS CITY

River District
Tourism
Events



GREEN CITY

Waste Management
Storm and Drainage
Water & Wastewater



SERVICE EXCELLENCE

General Government
Information Technology



Clear Direction & Collaborative City do not currently have capital projects associated with these priorities

Capital Plan by Strategic Priority

2024 - 2028	Budget	%
A City That Grows	\$8,743,000	9.6
City Building	\$7,539,000	8.3
Safe City	\$4,887,000	5.4
A City That Moves	\$44,101,630	48.5
Prosperous City	\$2,230,000	2.5
Green City	\$21,140,000	23.3
Service Excellence	\$2,161,500	2.4
Clear Direction	-	0
Collaborative City	-	0
TOTAL	\$90,802,130	100%



Capital Funding Sources

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TAX LEVY

Owen Sound uses its portion of property taxes to pay for City programs and services. This includes the services Owen Sound families rely on, like fire and emergency prevention services, parks and trails, recycle collection, snow removal and capital budget assets, repairs and investments such as road repairs and building maintenance.

18.8%

of total 2024-2028 Capital Plan

GRANTS & EXTERNAL FUNDING

The City of Owen Sound will benefit from almost \$27.9 million in grant and external funding for the 2024 - 2028 Capital Plan. This includes donations, grants, user fees, Gas Tax, Ontario Community Infrastructure Fund and Development Charges that contribute to Capital projects.

30.9%

of total 2024-2028 Capital Plan

RESERVES

The City maintains Reserve Funds that are committed to funding capital projects identified in long-term capital plans. These reserves offset project costs contingent on grant funding, so tax dollars are dedicated to guaranteed capital projects.

11.2%

of total 2024-2028 Capital Plan

WATER & WASTEWATER FEES

Water consumption, treatment and service fees are paid by residents and property owners for water-related services to ensure the City can provide safe drinking water, collect wastewater effectively and save for future infrastructure needs.

38.3%

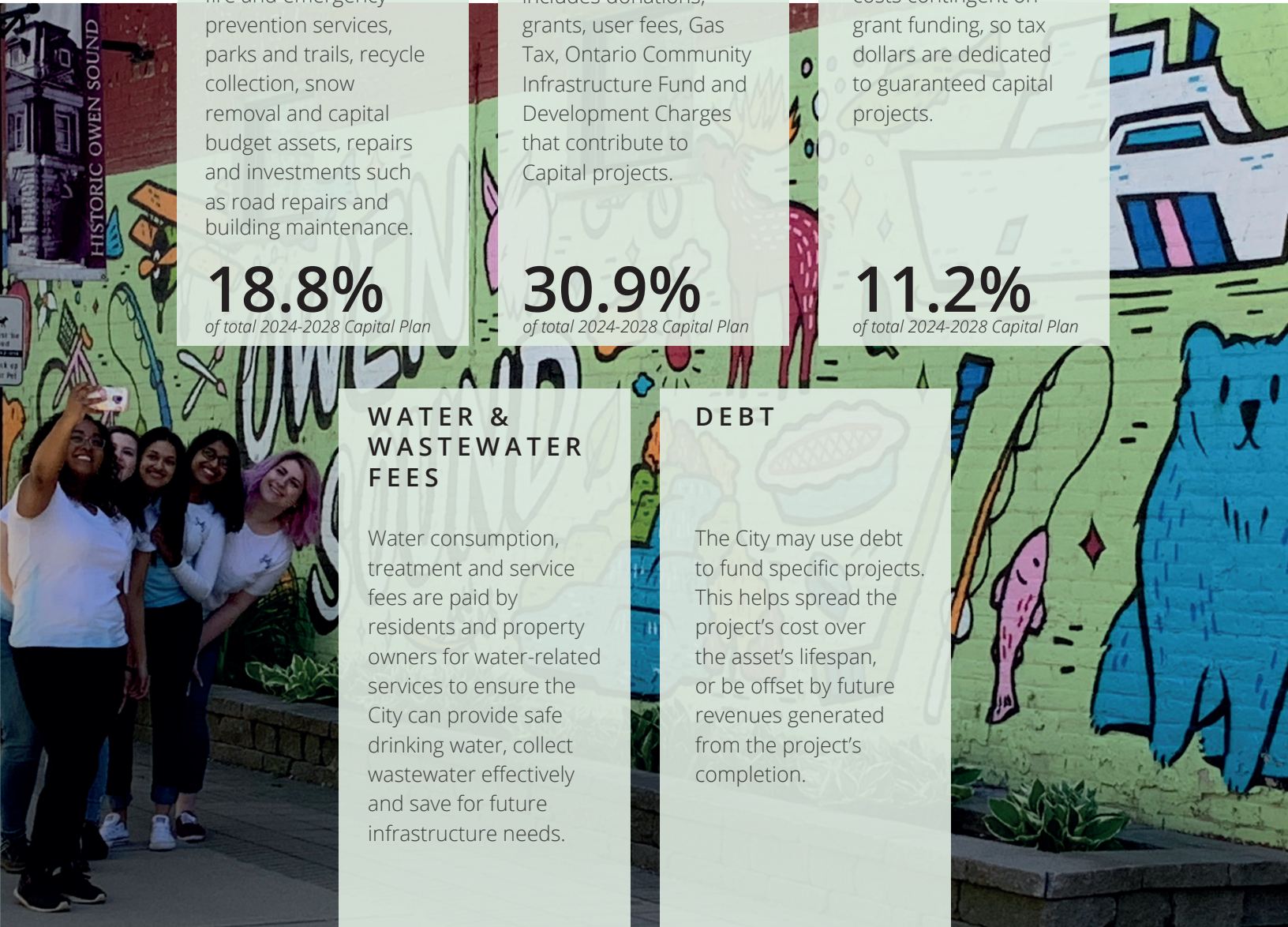
of total 2024-2028 Capital Plan

DEBT

The City may use debt to fund specific projects. This helps spread the project's cost over the asset's lifespan, or be offset by future revenues generated from the project's completion.

0.8%

of total 2024-2028 Capital Plan



Multi-Year Capital Planning



The City of Owen Sound has implemented a multi-year budget planning process, with a five-year outlook on Capital projects.

This roadmap, built with the guidance of Council and with their Strategic Priorities in mind, provides a longer-term outlook on Capital spending.



Benefits of multi-year capital planning include:

- Alignment of longer-term goals and objectives with funding plans.
- Greater certainty for residents about the future direction of taxes.
- Improved accountability and transparency of the long-term spending plan.
- Flexible allocation of resources over time.
- Improved resource planning for more complex, multi-year Capital projects.
- More efficient use of time and resources as the organization is not in 'perpetual budget mode'.
- Ability to tender projects earlier and receive more favourable pricing.

CAPITAL BUDGET GUIDING PRINCIPLES:

**Council Strategic
Priorities**

**Calculated Project
Prioritization**

**Staff Time
Resources**

Capital vs. Operating Budgets

CAPITAL

Capital dollars are spent on the City's assets and infrastructure.

While regular repairs and maintenance are budgeted for under operating, the capital budget plans for major rehabilitation, replacement and new capital assets.

Capital project examples include bridge replacements, building refurbishments or upgrades, or new equipment.

The 2024 - 2028 Capital Plan includes \$90.8 million in funded Capital Projects and \$47 million in unfunded Capital Projects.*

**More information about unfunded projects can be found in Appendix B*

OPERATING

Operating Budgets cover the City's daily services and programs.

The Operating Budget is reviewed and updated annually.

Operating costs include materials and supplies, wages and wage related costs, contract payments, debt payments and transfers to reserves to fund future capital.

The 2023 tax levy Operating Budget totals \$33.1 million.

What is the difference between a Capital Plan and a Budget?



"Budget" refers to funds that are specifically collected from the property tax base. The tax levy is dedicated funds that increase by one percent each year and the 'budget' is tied to this amount. The budgeted tax levy funding source is finite and cannot be changed without Council approval. The 2024 Capital Tax Levy is \$3,168,759.

"Capital Plan" includes the tax levy (budget) amount, as well as additional funding sources such as grants, external funding, water and wastewater rates, user fees, etc. The non-tax levy portion of the Capital Plan has bit more flexibility on how and where it is allocated between projects and between years.



Top 20 Capital Projects of 2024

Top Ten Tax-Funded Projects					
Rank	Project #	Project Name	Lead Department	Stratgeic Priority	Budget
1	22P.8	Alpha Street Reconstruction - Phase 1 - 6th Ave W to 8th Ave W	Engineering	A City that Moves	\$5,200,000
2	24P.1	Annual Roads Rehabilitation Program	Engineering	A City that Moves	\$400,000
3	22C.1	Replace/Install New Streetlights - River District	Engineering	Prosperous City	\$100,000
4	24U.1	Bunker Gear Replacement	Fire	Safe City	\$27,000
5	24D.30	Weaver's Creek Boardwalk Replacement	Parks	City Building	\$100,000
6	22C.2	DRP Phase 2 - 1st Ave E (900 Block)	Public Works	Prosperous City	\$2,010,000
7	24A.3	Software Transformation	Information Technology	Service Excellence	\$200,000
8	24Q.1	Replace/Install New Streetlights - Conventional	Engineering	A City that Moves	\$35,000
9	23P.20	Master Stormwater Management Plan and Drainage Study	Engineering	Green City	\$200,000
10	24P.6	16th St E Pedestrian Tunnel	Engineering	A City that Grows	\$40,000



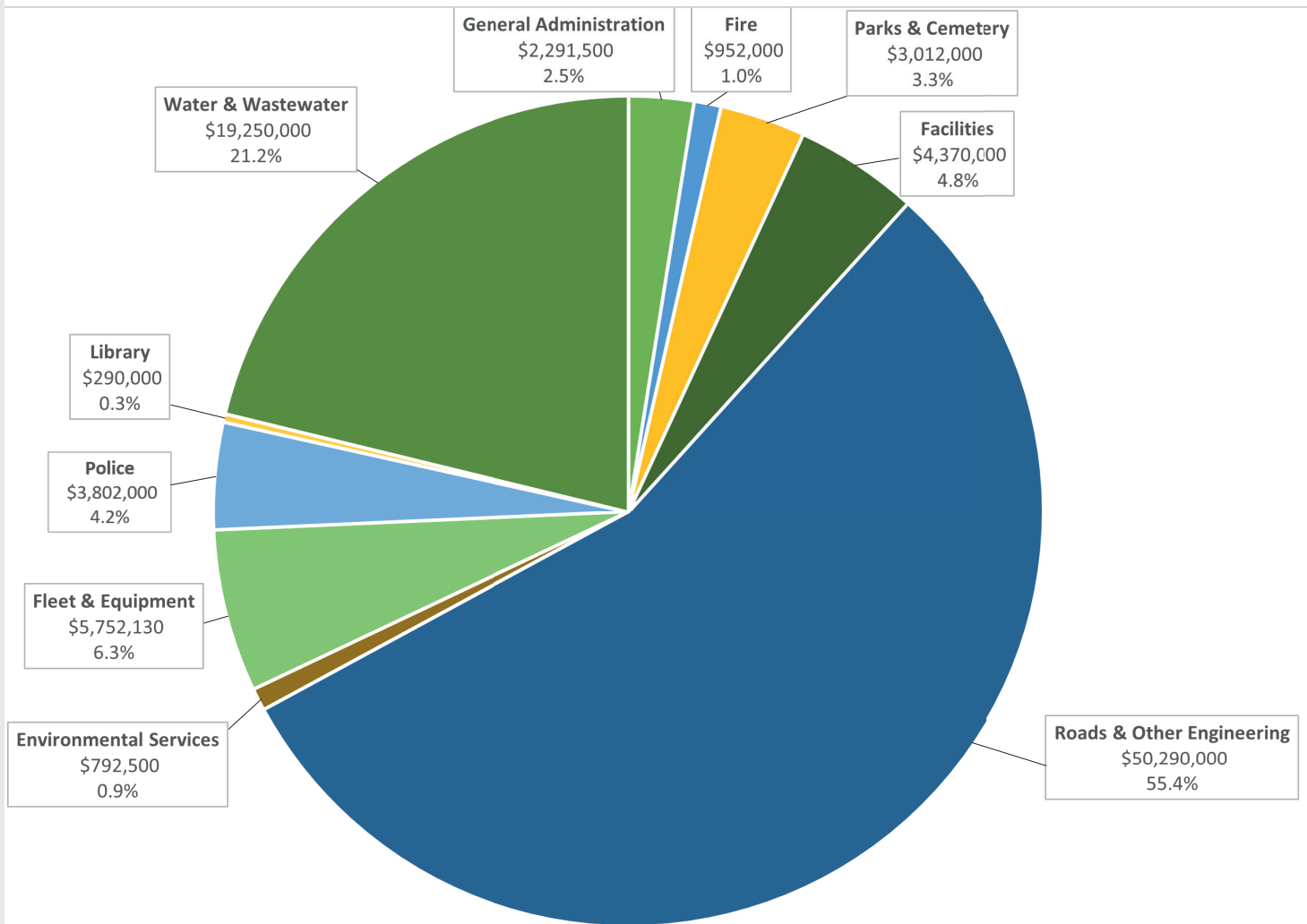
Top Ten Water + Wastewater-Funded Projects

Rank	Project #	Project Name	Lead Department	Strategic Priority	Budget
1	22N.4	Water Treatment Plant Filter Refurbishment	Water	Green City	\$2,475,000
2	22N.6	Water Treatment Plant Transformer	Water	Green City	\$200,000
3	24N.6	Confined Space Equipment	Water	Green City	\$10,000
4	23O.2	Storage Tank Biosolids Cleanout	Wastewater	Green City	\$150,000
5	23N.5	Water Distribution System SCADA	Water	Green City	\$30,000
6	23N.2	Watermain Capital Reinvestment in Support of County 2nd Ave	Water	Green City	\$80,000
7	22O.3	Process Mechanical I/C Biogas Equipment	Wastewater	Green City	\$40,000
8	21O.1	Collection System Capital Reinvestment	Wastewater	Green City	\$350,000
9	22P.7	9th Ave E - Looping Watermain - Phase 1 & Phase 2	Engineering	A City that Moves	\$1,300,000
10	22O.2	Wastewater Treatment Plant Instrumentation/ SCADA	Wastewater	Green City	\$40,000



Capital Plan by Asset Class

2024 - 2028 SUMMARY



General Administration includes:
Information Technology, General Government, Planning & Heritage

For More Information

on Capital Plans, Funding Sources, or Project Detail Sheets, visit OwenSound.ca/Budget or view the appendices outlined below



Appendices

- Appendix A - Full List of 2024 Projects
- Appendix B - Unfunded Projects
- Appendix C - Project Detail Sheets



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City of Owen Sound | July 2023