

Project Type: Enhancement

Growth Related?: Partial

Estimated Useful Life (years): 100

Priority Level: High

Department: Public Works and Engineering

Staff Contact: Chris Webb

Cash Flow Projection:	2024	2025	2026
Studies			
In House Engineering	\$ 10,000	\$ 2,500	\$ 2,500
Design or Engineering	\$ 190,000	\$ 5,000	\$ 5,000
Communication / Signage			
Construction / Contractor	\$ 1,300,000	\$ 12,500	\$ 7,500
Materials			
Equipment/Misc			
Contingency			
Total	\$ 1,500,000	\$ 20,000	\$ 15,000

Costs Incurred to 2023 Year End \$ 1,270,000

Impact on Operating Budget \$ 0 \$ 0

Total Project Budget: \$ 2,805,000

Schedule:

Construction Start Date: 01/14/2024

Substantial Completion or
purchase date: 10/27/2026**Funding Sources:**

Water Rates	\$ 1,535,000
Please Select	
Please Select	
Please Select	\$ 0
Please Select	\$ 0
Capital Reserve	\$ 0

Description and Rationale:

The budget shown in 2024 is to complete the second phase of looping watermain construction from Superior Street to 6th Street East.

The overall focus of this project is to improve municipal water security of supply to part of the East Hill and all of the East Hill Reduced Pressure Zones by constructing a new East Hill Pressure Zone "looping" watermain that is parallel to the existing 9th Avenue East watermain between Superior Street and 8th Street East.

The project's first phase of construction involved constructing a new looping watermain in 2023 on an existing City owned utility corridor from 6th Street East to 8th Street East.

After this second phase is completed in 2024, the existing watermain on 9th Avenue East can be replaced when 9th Avenue East/Highway 6/10 road reconstruction proceeds in a future year (Project 25P.10). The City has applied for Highway 6/10-9th Avenue East - Superior St to 6th St E under Intake 9 - Connecting Link funding with a proposed construction year of 2026. MTO is expected to announce Intake 9 eligible projects by April 2024.



Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	4	Project benefits many road users, significant number of water customers. This is the basis of the number of people affected.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Road is in poor condition and City infrastructure has reached the end of its useful life. Pressure loss could be experienced in part water distribution system
Legislation	Is the project required for legislative/regulatory compliance?	4	Project completion ensures the City is in compliance with legislation for minimum maintenance standards for roads and watermains
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This section of road has multiple assets with poor condition ratings with significant impacts if it was to fail.
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 due to replacing the water main and resurfacing the road. Financial savings will be achieved one project is completed. Watermain breaks and road repairs/patching will be avoided.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Funding for the road aspect of the rehabilitation would be covered by Connecting Link funding.
Environment	Does the project address needs impacted by climate change?	2	Minor impact will be realized from this project by improving storm water and improving road surface (better fuel efficiency).
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project would maintain existing public space
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
Public Input	Has the project been identified through public engagement?	2	This project has mentioned through public engagement

Alpha Street Reconstruction - Phase 1 - 6th Ave W to 9th Ave W

22P.8

Priority Score: **83.40**

Project Type: Replacement

Growth Related?: Partial

Estimated Useful Life (years): 100

Priority Level: Very High

Department: Public Works and Engineering

Staff Contact: Chris Webb

Cash Flow Projection:	2024	2025	2026
Studies			
In House Engineering	\$ 30,000	\$ 5,000	\$ 5,000
Design or Engineering	\$ 300,000	\$ 35,000	\$ 35,000
Communication / Signage			
Construction / Contractor	\$ 8,970,000		
Materials			
Equipment/Misc			
Contingency	\$ 500,000		
Total	\$ 9,800,000	\$ 40,000	\$ 40,000

Costs Incurred to 2023 Year End \$ 250,000

Impact on Operating Budget \$ 0 \$ 0 \$ 0

Total Project Budget: \$ 10,130,000

Schedule:

Construction Start Date: 05/01/2024

Substantial Completion or
purchase date: 11/30/2026

Funding Sources:

OCIF Formula	\$ 7,250,000
Water Rates	\$ 1,515,000
Waste Water Rates	\$ 1,115,000
Please Select	\$ 0
Please Select	\$ 0
Capital Reserve	\$ 0

Description and Rationale:

This project involves reconstructing Alpha Street from 6th Avenue West to 9th Avenue West (Grey Road 17B) and is now planned to be completed in one phase. This project is identified to reconstruct the Alpha Street roadway, providing slope stabilization if required, replacing all the failing municipal underground infrastructure and fully reconstructing the road and constructing a new Active Transportation Route (paved multi-use path) on the east side of the road and tree planting .

Engineering cost indicated includes contract administration, inspection and materials testing. It excludes the EA, design and approvals cost that was captured in the 2023 capital budget.

In 2022, GM Blue Plan Engineering was retained as the consultant to produce a detailed design for the entire project and provide engineering services until the completion of the project. An RFT is anticipated to be issued in early 2024 for construction in 2024.



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 local residents in the area and an existing truck route. The affected number of persons is based on the local population and AADT.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Moderate risks have been identified due to failing underground and surface infrastructure. Slope failure(s) could cause catastrophic losses.
Legislation	Is the project required for legislative/regulatory compliance?	4	Project completion ensures the City continues to be compliant.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	This section of road has a high probability of failure with 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.	4	Significant improvements in operational performance will be realised as a result of this project by reducing road repairs and watermain break and leak repairs.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	4	OCIF grant funding is available.
Environment	Does the project address needs impacted by climate change?	2	Minor environmental benefits will be realized from this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	This project will maintain an existing public space and improve active transportation opportunities.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	Improving road condition has been identified in the Strategic Plan in the form of improving the City's roads condition.
Public Input	Has the project been identified through public engagement?	3	This project has been identified through public engagement.

Organizational Project Planning Tool **24B.3**Priority Score: **43.80**

Project Type: New Asset

Growth Related?: No

Estimated Useful Life (years): N/A

Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate

Department: City Manager

Staff Contact: Michelle Palmer

Location/Coordinates: N/A

Cash Flow Projection:	2024	2025	2026
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 2023 Year End \$ 25,000

Impact on Operating Budget \$ 15,000 \$ 15,000 \$ 0

Total Project Budget: \$ 100,000

Schedule:

Construction Start Date: 12/01/2022

Substantial Completion or
purchase date: 11/29/2024

Funding Sources:

Reserves \$ 100,000

Please Select

Please Select

Please Select

Please Select

Capital Reserve \$ 0

Description and Rationale:

Source: IT Needs Assessment and Service Review Opportunity

With the refreshed Strategic Plan in the Spring of 2021, objectives and key results (OKRs) were introduced at the City of Owen Sound. With the right performance metrics, organizations can create innovative results-driven solutions and make informed management decisions. As a result, aligning activities to desired objectives and the budget provides a solid framework for organizational success.

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.

- Implementation of an Organizational Project Planning software that will allow staff to create a multi-year business plan through the tracking of projects from a project management perspective, including prioritization of project, resource requirements (including human and financial), integration with financial software to track actual spend information, embed key performance indicators to measure and track progress, build reports and share dashboards to indicate achievement of goals.
- Implement reporting from system to create a multi-year business plan (identifying all initiatives/projects and core service)

Attach Images:

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

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
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	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	Current manual process will be eliminated on managing project status and reporting which will result in Staff time savings and enhance reporting to the public
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	The number of paper copies of various forms will be reduced with this
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?	4	Objective Clear Direction, but not a specific Key Result
Public Input	Has the project been identified through public engagement?	2	Gathered through feedback at Committee

River District Benches

24C.3

Priority Score: 43.70

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	20-25
Future Replacement Cost:	\$2500

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Pamela Coulter
Location/Coordinates:	2nd Ave - 7th to 11th

Cash Flow Projection:	2024	2025	2026
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 2023 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 20,000

Schedule:

Construction Start Date: 03/04/2024

Substantial Completion or
purchase date: 05/27/2024

Funding Sources:

Reserves	\$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

Some benches around the River District are original to the "Biog Dig" and are now 24 years old. The aging, deteriorating or damaged benches will need to be removed from the downtown core if they are not replaced in the short-term. This will result in no rest areas for patrons of this area.

The proposed funds will be used to purchase new benches, refurbish benches that can be maintained, and replace benches that are no longer suitable for service.

This project is to be funded from the MAT revenue.

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	While the visits to the River District are likely in the six figures, there is the potential for at least 10,000 of these visitors to sit on the benches over the course of the year.
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. This is attributed to failed bench materials or fasteners.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance other than the City being required to maintain the assets that it provides.
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.
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 any benches that are failing will be removed rather than repaired.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	The project will be funded from the MAT Funds Collected in 2024 and will have no impact on existing tax or River District users.
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 to the River District.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by maintaining the look and feel of the River District.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

Weaver's Creek Boardwalk Replacement

24D.3

Priority Score: 63.90

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	20
Future Replacement Cost:	\$207,700

Priority Level:	High
Department:	Community Services
Staff Contact:	Manager of Parks and Open Spaces
Location/Coordinates:	Harrison Park

Cash Flow Projection:	2024	2025	2026
Studies			
In House Engineering			
Design or Engineering	\$ 10,000		
Communication / Signage			
Construction / Contractor	\$ 105,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 115,000	\$ 0	\$ 0

Costs Incurred to 2023 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 115,000
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Schedule:

Construction Start Date: _____

Substantial Completion or
purchase date: _____

Funding Sources:

Reserves	\$ 65,000
Donations	\$ 50,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

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.

This capital would be used to replace the deteriorated wood structure with new metal support structures and decking.

The City has been approached by community groups who wish to assist with fundraising and construction to help renew the feature.

The project will not proceed without securing funding or third-party support to cover costs over the \$65,000 being funded by the City.

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	3	Approximately 2,500 to 4,999 people use this City asset annually.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Multiple injuries may result if the project does not proceed. This boardwalk has been closed to the public to mitigate against this.
Legislation	Is the project required for legislative/regulatory compliance?	4	The project is required to continue to be compliant if the City wishes to provide a boardwalk on this trail.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a high probability of failure and 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.	3	Operational efficiencies will be achieved as a result of the project through the reduction of maintenance by staff.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	The project will have confirmed partnership (or grant) funding before it proceeds.
Environment	Does the project address needs impacted by climate change?	3	The project will moderately 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?	4	The project addresses a failing aesthetic value and provides for an improvement
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	2	The project supports core service delivery and is supported by leveraging third party grant opportunities.
Public Input	Has the project been identified through public engagement?	4	The project has received several formal requests through public engagement.

Bayshore Sound System

24H.10

Priority Score: 28.60

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$40,250 (2049)

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Ryan Gowan
Location/Coordinates:	Bayshore Community Centre

Cash Flow Projection:	2024	2025	2026
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 23,000		
Contingency			
Total	\$ 23,000	\$ 0	\$ 0

Costs Incurred to 2023 Year End \$ 0
Impact on Operating Budget \$ 0
Total Project Budget: \$ 23,000

Schedule:

Construction Start Date: 01/01/2024

 Substantial Completion or
purchase date: 03/01/2024

Funding Sources:

Tax Levy	\$ 23,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This project would see the replacement of the sound system at the Bayshore Community Centre. In September of 2023 the system completely stopped working and is in need of replacement. The existing system is over 20 years old and past its expected life. A new modern system will be installed to reduce interruption to service in rental halls and the arena, as we are currently using a loaned system to accommodate rentals.

This project is specific to the City's sound system which impacts City-owned assets at the Bayshore and does not encompass the broader sound system owned and operated by the Owen Sound Attack.

Attach Images:

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

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 users rent and utilize the rental halls and arena and most rely on the sound system for 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 have no impact on health and safety
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislation at this time.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	This asset has failed and is no longer operational.
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 no effect on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for 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 maintains an existing 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 impacted asset.
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	we have received emails from public and users in regards to this project.

JMRRC Flood Water Boiler Replacement

241.3

Priority Score: 28.10

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	15
Future Replacement Cost:	\$29,000 (2038)

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Ryan Gowan
Location/Coordinates:	Julie McArthur Regional Recreation C

Cash Flow Projection:	2024	2025	2026
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 2023 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 20,000

Schedule:

Construction Start Date: 05/01/2024

Substantial Completion or
purchase date: 09/30/2024

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 existing hot water boiler in the Ice Resurfacer room for the JMRRC flood water supply. This equipment is original to the facility and has recently shown signs of failure. During a preventative maintenance inspection in the summer of 2023 it was found that the heat exchanger within the unit had begun to rust. It was recommended at this time that the unit be replaced to avoid potential failure during the busy hockey season. The existing tanks can be reused, and a more efficient boiler unit would be installed in its place.

Attach Images:

JMRRC Hot Water Boiler.jpeg

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

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 would effect thousands of users depending on the timeline of replacement if the current boiler fails. Ice quality will be 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	There would be no impact to health and safety if the unit fails.
Legislation	Is the project required for legislative/regulatory compliance?	1	Currently there is no know legislation mandating this project be completed.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure according to the contractor, with a 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	There will be little to no effect on the operational efficiencies.
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 installation.
Environment	Does the project address needs impacted by climate change?	2	A more efficient unit would be installed in its place, this may have a slight improvement to 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 project will have no impact on the aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project will continue to support core service delivery.
Public Input	Has the project been identified through public engagement?	0	This project has not been identified by the public.

JMRRC Rink Glass Replacement

241.4

Priority Score: 34.60

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	15
Future Replacement Cost:	\$50,750 (2038)

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Ryan Gowan
Location/Coordinates:	Julie McArthur Recreation Centre

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

Costs Incurred to 2023 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 35,000

Schedule:

Construction Start Date: 05/01/2024

Substantial Completion or
purchase date: 06/29/2024

Funding Sources:

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

Description and Rationale:

- This project would see the much needed replacement of the end rink glass on both pads at the JMRRC.
- The current end glass is 1/2" thick which is not industry standard for end glass in Arena Facilities.
- To date staff have changed 41 sheets of glass and replaced them with 5/8" glass which holds up better to pucks and is standard for ice rink use.
- Replacements are only installed when a pane of glass is broken, this is very common and creates unsafe conditions for staff and users when these sheets are shattered, despite following proper procedures.
- The cost to replace individual sheets is also much more expensive than a bulk replacement as one sheets of glass is over \$700.
- The new 5/8" would lead to less breakage and less disruption among rentals at the facility, as well as save staff time from the tedious task of clean up, as well as the fees at the dump to dispose of the 200-300lbs of broken glass.
- In 2023 alone \$15,703 was spent on replacement glass from the JMRRC operating budget.

JMRRC Rink Glass.jpeg

Attach Images:

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

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 use the ice at the JMRRC 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 have occurred to staff when changing glass, even with proper PPE being used.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislation requiring this project be completed, though it does not meet current industry standard.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability that glass will continue to fail, the consequences are moderate as it effects staff time and rental groups.
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 efficiency as this will require less staff time to clean up and replace broken glass.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for grants or partnership at this time.
Environment	Does the project address needs impacted by climate change?	1	There is 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 a public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value on the asset, other than when plywood replacement are used as temporary replacement for rink glass until a new sheet can be installed.
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 received several complaints from user groups.

OS Police Station 911/Dispatch Centre Renovation

24J.5

Priority Score: 26.90

Project Type: Enhancement
Growth Related?: No
Estimated Useful Life (years): 50
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Bradey Carbert
Location/Coordinates: 922 2nd Ave. W.

Cash Flow Projection:	2024	2025	2026
Studies			
In House Engineering			
Design or Engineering	\$ 19,500		
Communication / Signage			
Construction / Contractor	\$ 712,800		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 732,300	\$ 0	\$ 0

Costs Incurred to 2023 Year End

Impact on Operating Budget \$ 0 \$ 0 \$ 0

Total Project Budget: \$ 732,300

Schedule:

Construction Start Date: 01/01/2024

Substantial Completion or
purchase date: 08/30/2024

Funding Sources:

Reserves \$ 732,300
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Description and Rationale:

The Owen Sound Police Services requires updates to its 911/Dispatch Centre to reflect internal growth and growth obtained through its services that are contracted to other municipalities.

The proposed project will include the renovation of the current unoccupied space on the second floor of the Police Station. The upgrades will include mechanical, electrical, window replacement, construction of partitions, ceiling installation, and other millwork to allow for the construction of a standard 911/dispatch operation.

The project will be funded from OS Police Reserves that have been dedicated for this project.

The project will also be coordinated alongside the previously approved OS Police Station window replacement project. Up to \$75,000 will be allocated from that project towards the 911/Dispatch Renovation project.

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	The 911/Dispatch Centre will support the Owen Sound Police Service and will include up to 10 dispatchers and 1 Director at its maximum
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 existing dispatch space elevated platform floor is deteriorating and has resulted in multiple near-miss incidents.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirements driving the need for this project; however, the City is obligated to provide the necessary space for its current and future dispatch contracts.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	This project is a new project and is 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.	0	This project will require additional operational resources such as energy consumption, cleaning, and other maintenance associated with the increased utilization of this space.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	The OS Police Service Reserve contribution includes funding that has been received through their NG911 grants.
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?	4	The project will improve the dispatch function through the modernization of the space and will allow for an improved operating climate for dispatchers.
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 ensuring that the dispatch operations are supported by an adequate facility.
Public Input	Has the project been identified through public engagement?	0	This project has not been identified by the public.

BBM West Roof Structural Repairs

24M.12

Priority Score: 21.40

Project Type: Rehabilitation

Growth Related?: No

Estimated Useful Life (years): 50

Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate

Department: Corporate Services

Staff Contact: Bradey Carbert

Location/Coordinates: Billy Bishop Museum

Cash Flow Projection:	2026	2027	2028
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 2025 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 intrusive 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

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.

Asset Retirement Obligations Study

24M.27

Priority Score: 45.00

Project Type:	Study
Growth Related?:	No
Estimated Useful Life (years):	One-time Study
Future Replacement Cost:	N/A

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Christine Gilbert
Location/Coordinates:	N/A

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

Costs Incurred to 2023 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 35,000

Schedule:

Construction Start Date: 01/01/2024

Substantial Completion or
purchase date: 08/30/2024

Funding Sources:

Reserves	\$ 35,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

An asset retirement obligation (ARO) is a legal obligation associated with the retirement of a tangible capital asset controlled by the entity. It is caused by the acquisition, construction, development, and normal use of an asset. This is a new standard and is a significant increase in the level of analysis and detail required from previous standards.

If a public sector entity fails to comply with PS 3280, this can result in a material misstatement to the financial statements, which indicates that the information within is sufficiently incorrect, and thus, it may impact the economic decisions of someone relying on those statements. This would likely lead to a qualified audit report, indicating that the auditor has found discrepancies in the financial statements that are considered material (significant) and implies that the financial statements do not present a true representation of the financial position of the entity. This can result in the City being unable to apply for, receive or satisfy requirements for grants as well as may result in the rescinding of current credit facilities due to breach of bank covenants.

Staff will work with a qualified external consultant who can use their professional judgement and experience with the new standard for public sector entities to assist with the identification, recognition, and measurement of asset retirement obligations.

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	0	The project does not have a direct impact on City residents and is purely a financial accounting requirement.
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?	5	The Completion of the project will gain full legislative/regulatory compliance for PSAB 3280 requirements.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset through the updating of the City's asset databases.
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 developing the framework for the future maintenance of the ARO information.
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?	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 a study.
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.

TTAG Air Handling Unit 2 Replacement

24M.28

Priority Score: 37.10

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$167,500

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	840 1st Ave. W.

Cash Flow Projection:	2024	2025	2026
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 2023 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 80,000

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or
purchase date: 03/01/2025

Funding Sources:

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

Description and Rationale:

AHU-2 is a 3 ton, 1200 cfm Liebert Unit that was installed in 2004. It serves the vault and immediately surrounding areas of the lower floor and has humidity control. All components of the equipment were operational at the time of the review, and no major concerns were raised by the building's maintenance contractor.

The unit is being replaced at the same time as AHU-1, which was approved in the 2023 budget.

It is anticipated that both AHU's will be replaced in early 2025 due to market supply issues.

Attach Images:

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

Justification for Matrix Values
Score 0 - 5
Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	The facility receives over 10,000 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?	1	Proper air quality is critical in buildings. If air quality is not adequate, health issues can occur.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative or regulatory compliance.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Moderate probability of failure with a moderate 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.
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?	2	Slightly improve the natural environment or prevent further detriment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The equipment maintains an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The HVAC equipment is not seen by patrons.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Core service delivery. Providing safe facilities and spaces for activities.
Public Input	Has the project been identified through public engagement?	1	Has been mentioned in unsolicited feedback.

16th St E Pedestrian Tunnel

24P.6

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:	2024	2025	2026
Studies			
In House Engineering	\$ 2,000	\$ 3,000	\$ 5,000
Design or Engineering	\$ 12,000	\$ 80,000	\$ 81,000
Communication / Signage			
Construction / Contractor			\$ 1,058,500
Materials			
Equipment/Misc			
Contingency			\$ 158,000
Total	\$ 14,000	\$ 83,000	\$ 1,302,500

Costs Incurred to 2023 Year End

Impact on Operating Budget \$ 0 \$ 0 \$ 0

Total Project Budget: \$ 1,399,500

Schedule:

Construction Start Date: 05/01/2026

Substantial Completion or
purchase date: 11/30/2026

Funding Sources:

Tax Levy	\$ 149,000
Grant	\$ 1,250,500
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 only culvert east of this location as well. This structure is showing signs of water and chlorides (from road salt) penetration resulting in concrete spalling in the tunnel soffit (ceiling).

The 2023 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 with construction planned in 2026.

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. 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. 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 has been submitted for Intake 9 Connecting funding together with the 9th Avenue East Rehabilitation project for the funding years of 2024 through 2026 inclusive (with all eligible costs submitted by 31 March 2027).

16th St E Pedestrian Tunnel.PNG

Attach Images:

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

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

Storm Water Infrastructure 27th St W - Outfall to 150 m West of Outfall

24P.20

Priority Score: 47.40

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 100
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate
Department: Public Works and Engineering
Staff Contact: Chris Webb
Location/Coordinates: 27th St W

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering	\$ 2,000		
Design or Engineering	\$ 58,000	\$ 50,000	
Communication / Signage			
Construction / Contractor		\$ 400,000	
Materials			
Equipment/Misc			
Contingency		\$ 150,000	
Total	\$ 60,000	\$ 600,000	\$ 0

Costs Incurred to 2024 Year End

Impact on Operating Budget \$ 0 \$ 0 \$ 0

Total Project Budget: \$ 660,000

Schedule:

Construction Start Date: 03/25/2025

Substantial Completion or
purchase date: 12/31/2026

Funding Sources:

Tax Levy \$ 660,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Description and Rationale:

This project involves replacing or rehabilitating approximately 150 m of failing storm water sewer from 150 west of the outfall to the outfall (on the bay) that is required based on recent historical records of pipe failure and video of the pipe. Multiple emergency repairs have shown that this section of storm sewer (corrugated steel pipe) has deteriorated prematurely (corrosion) and is in need of replacement or rehabilitation. The segment of pipe under 3rd Avenue West is at eventual risk of collapse which would cause a significant failure of the road and a potential traffic hazard and certainly interruption.

Due to the logistics and potential detour coordination required for the road crossing (3rd Avenue West/Grey Road 1), the preliminary estimated construction cost of \$400,000 is higher than what would normally be expected for the 150 m of pipe replacement or rehabilitation from 150 m west of the outfall to the outfall. In addition to this, additional structures (maintenance holes) would be added.

Attach Images:

24P.20.JPG

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

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 affect a high volume of vehicular traffic and could also cause flooding in the area if the existing sewer collapses.
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 may result if the storm infrastructure completely fails.
Legislation	Is the project required for legislative/regulatory compliance?	4	This project is required to continue to be compliant.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This asset has a 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.	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?	2	The project will slightly improve the natural environment due to improved pipe flow conditions.
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 will have no aesthetic impact.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	2	This project is identified in the strategic plan.
Public Input	Has the project been identified through public engagement?	0	This project has not been identified by the public.

Fire / Emergency Management Drone

24U.5

Priority Score: 41.70

Project Type:	New Asset
Growth Related?:	No
Estimated Useful Life (years):	10
Future Replacement Cost:	\$68,000

Priority Level:	Moderate
Department:	Fire
Staff Contact:	Phil Eagleson
Location/Coordinates:	1209 3rd Ave. E.

Cash Flow Projection:	2024	2025	2026
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	\$ 50,000		
Equipment/Misc			
Contingency			
Total	\$ 50,000	\$ 0	\$ 0

Costs Incurred to 2023 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 50,000

Schedule:

Construction Start Date: 04/01/2024

Substantial Completion or
purchase date: 06/30/2024

Funding Sources:

Grant	\$ 50,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

Fire Services and the City's Emergency Management Control Group are recommending the addition of a drone to the City's operations. The drone will be equipped to navigate through challenging conditions like smoke and darkness, and will provide crucial information during chaotic structure fires. By deploying this type of advanced technology, fire services can improve its decision-making processes, particularly in situations where lives and property are at risk. The drone will also play a pivotal role in search and rescue operations, aiding in locating missing persons, ensuring the safety of both victims and firefighters, as well as determining clear traffic routes for evacuations during various emergencies. Beyond fire incidents, drones contribute to managing a range of hazards in Owen Sound, including erosion, floods, crowd disasters, critical infrastructure failure, and road/highway emergencies.

On October 27, the Ontario Government's introduced the Community Emergency Preparedness Grant. This grant is designed to support organizations and small and medium-sized municipalities with populations under 100,000 and to purchase critical supplies, equipment and deliver training and services to improve local emergency preparation and response. Staff submitted an application for a thermal drone and training for Fire Services.

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	While available for all City operations, the use of the drone annually will directly impact less than 1,000 residents.
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 if the project does not proceed. The drone will have the ability to improve the way that emergency services staff approach situations.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative or compliancy requirements for the City to own a drone.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	This will be a new asset and is not included in the City's asset management plan or reserve contributions.
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 result of this project through being able to provide emergency services staff with additional visual data to support the best way to approach situation resolution.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	If successful in its application, the project has confirmed partnership or grant funding >66%. The project will not proceed if the funding application is not approved.
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 and can provide enhanced use to many different City operations.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value as it will be used in an emergency situation.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by supporting existing emergency response operations.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback, particularly in respect to the operations of the emergency management control group.

OS Police Station Air Handling Unit Replacement

25J.2

Priority Score: 40.30

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	40
Future Replacement Cost:	\$5,480,225

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

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.

4th Avenue West - Reconstruction - Phase 1 - 15th St W to 17th St W

25P.2

Priority Score: 50.10

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:	2025	2026	2027
Studies			
In House Engineering	\$ 15,000	\$ 20,000	\$ 6,000
Design or Engineering	\$ 485,000	\$ 400,000	\$ 44,000
Communication / Signage			
Construction / Contractor		\$ 4,730,000	
Materials			
Equipment/Misc			
Contingency		\$ 250,000	
Total	\$ 500,000	\$ 5,400,000	\$ 50,000

Costs Incurred to 2024 Year End

Impact on Operating Budget \$ 0 \$ 0 \$ 0

Total Project Budget: \$ 5,950,000

Schedule:

Construction Start Date: 03/30/2025

Substantial Completion or
purchase date: 11/30/2026

Funding Sources:

Water Rates \$ 1,537,000
 Waste Water Rates \$ 1,537,000
 OCIF Formula \$ 2,876,000
 OCIF Formula
 Please Select
 Capital Reserve

Description and Rationale:

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 will also be reconstructed. This will be Phase 1 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 Phase 1 and Phase 2 Design or Engineering budget figures reflect this.

An RFT is anticipated for Phase 1 construction in 2026. There is one additional construction phase 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.

4th Ave W.PNG

Attach Images:

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

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?	1	This project may be eligible for 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	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.

Pedestrian/School Crossing - 9th Ave E at 15th St "A" E

25P.3

Priority Score: 50.20

Project Type: New Asset

Growth Related?: Yes

Estimated Useful Life (years): 50

Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: High

Department: Public Works and Engineering

Staff Contact: Chris Webb

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 10th Street West at 6th Avenue West. 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 flashing signals, upgraded signage and road markings and possibly a reduced speed zone during school crossing hours.

This is a similar project to the 10th St W & 6th Ave W school crossing upgrade in 2024.

Attach Images:

25P.3.JPG

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

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.	3	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.

9th Ave E - Road Rehabilitation & Watermain Replacement - Superior St to 6th St E

25P.10

Priority Score: 69.00

Project Type:	Replacement
Growth Related?:	Partial
Estimated Useful Life (years):	100 years
Future Replacement Cost:	44 x 10

Priority Level:	High
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	Centreline of 6th St E to 24 m south c

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering	\$ 10,000	\$ 20,000	\$ 10,000
Design or Engineering	\$ 240,000	\$ 350,000	\$ 50,000
Communication / Signage			
Construction / Contractor		\$ 4,935,300	
Materials			
Equipment/Misc			
Contingency		\$ 530,000	
Total	\$ 250,000	\$ 5,835,300	\$ 60,000

Costs Incurred to 2024 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 6,145,300
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Schedule:

Construction Start Date: 05/04/2026

Substantial Completion or
purchase date: 11/27/2026

Funding Sources:

Tax Levy	\$ 533,000
Grant	\$ 2,700,000
Water Rates	\$ 2,818,000
Waste Water Rates	\$ 94,300
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

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, a new East Hill Pressure Zone "looping" watermain will be constructed in 2 phases on an existing City owned corridor or easement east of 9th Avenue East first (Project 22P.7). Phase 1 (existing corridor) was completed in 2023. Phase 2 (easement to be acquired) will be completed in 2024.

The project Design or Engineering would be completed in 2024/2025 with construction in 2026, subject to 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 budgets in 2025 would be the total incurred in 2024 and 2025, assuming Intake 9 CL funding is available, although are not eligible for CL funding. The funding sources for the \$250,000 amount would be: Taxation - \$120,000, Water - \$120,000, Wastewater - \$10,000.

In-house Engineering and Design or Engineering budget amounts in 2026 are for construction contract administration, inspection and materials testing costs during the construction period and would be eligible for Connecting Link funding, subject to Intake 9 funding approval.

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 would not be CL funding eligible.

It is anticipated that this project would proceed to Design or Engineering after mid-2024 and be advanced through 2025 regardless of Intake 9 Connecting Link grant funding approval in order to have the project tender ready for a future CL Intake funding opportunity.

Attach Images:

9th Ave E Reconstruction Superior - 10th St
E.JPG

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	4	Project benefits many road users, significant number of water customers. This is the basis of the number of people affected.
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 City infrastructure has reached the end of its useful life. Pressure loss could be experienced in parts of water distribution system during watermain failure.
Legislation	Is the project required for legislative/regulatory compliance?	4	Project completion ensures the City is in compliance with legislation for minimum maintenance standards for roads and underground infrastructure.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This section of road has multiple assets with poor condition ratings with significant impacts if it was to fail.
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 due to replacing the water main and resurfacing the road. Financial savings will be achieved one project is completed. Watermain breaks and road repairs/patching will be avoided.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	Funding for the road aspect of the rehabilitation would be covered by Connecting Link funding.
Environment	Does the project address needs impacted by climate change?	2	Minor impact will be realized from this project by improving storm water and improving road surface (better fuel efficiency).
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?	3	Pending the final road design inclusion of boulevard trees will be reviewed to improve the streetscape.
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.
Public Input	Has the project been identified through public engagement?	2	Has been mentioned informally through public engagements.

9th Avenue East - 20th St E to 23rd St E

25P.12

Priority Score: 64.10

Project Type: Replacement
Growth Related?: Partial
Estimated Useful Life (years): Road - 50 yrs, Underground Service
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: High
Department: Public Works and Engineering
Staff Contact: Chris Webb
Location/Coordinates: 9th Ave East - 20th St E to 23rd St E

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering	\$ 5,000	\$ 10,000	\$ 20,000
Design or Engineering	\$ 95,000	\$ 140,000	\$ 235,000
Communication / Signage			
Construction / Contractor			\$ 3,385,000
Materials			
Equipment/Misc			
Contingency			\$ 200,000
Total	\$ 100,000	\$ 150,000	\$ 3,840,000

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0 \$ 0 \$ 0

Total Project Budget: \$ 4,090,000

Schedule:

Construction Start Date: 05/30/2025

Substantial Completion or
purchase date: 12/31/2025

Funding Sources:

OCIF Formula \$ 3,400,000
 Water Rates \$ 560,000
 Waste Water Rates \$ 130,000
 Please Select
 Please Select
 Capital Reserve \$ 0

Description and Rationale:

The budget in 2026 and 2027 includes Engineering design and approvals to be completed by a Consulting Engineer to provide a future year "tender ready" project for the reconstruction and upgrading of 9th Avenue East road and sidewalk infrastructure from 20th Avenue East (including intersection improvements) to 23rd Street 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 early to mid-2026 with design and approvals completed in 2027 to allow for tendering as early as 2028, should grant funding opportunity become available at that time or another opportunity or requirement presents itself.

This project's scope (tentatively planned for 2028 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 intersection 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. Wastewater improvements.
5. Upgrade the storm sewer on 9th Ave E from 23rd St E to 23rd St "A" E.
6. Upgrade the storm sewer on 8th Ave E from Odawa Heights to 21st St E.
7. Construct a 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.

There is \$20,000 required in 2029 and \$20,000 in 2030 for maintenance period administration cost (included in 2028 figures) to bring the total project budget to \$4,090,000.

25P.12.JPG

Attach Images:

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

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.
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 and gutters 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?	1	No opportunity for partnership or grant funding. Project is intended to be shovel ready in the event a new grant funding opportunity becomes available.
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.

OSNGUPL Window Replacement

25V.2

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:	2025	2026	2027 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 25,000		\$ 100,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 25,000	\$ 0	\$ 100,000

Costs Incurred to 2024 Year End

Impact on Operating Budget \$ 0 \$ 0 \$ 0

Total Project Budget: \$ 125,000

Schedule:

Construction Start Date: 03/01/2025

Substantial Completion or
purchase date: 05/31/2025

Funding Sources:

Tax Levy \$ 25,000

Please Select

Please Select

Please Select

Please Select

Capital Reserve \$ 0

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

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.

Plate and Frame Heat Exchanger Gasket Replacement

261.2

Priority Score: 26.80

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	15 Years
Future Replacement Cost:	\$29,000 (2039)

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Ryan Gowan
Location/Coordinates:	Julie McArthur Recreation Centre

Cash Flow Projection:	2024	2025	2026
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 2023 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 30,000
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Schedule:

Construction Start Date: 02/01/2024

Substantial Completion or
purchase date: 03/01/2024

Funding Sources:

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

Description and Rationale:

This project would see the gaskets for plate and frame heat exchange #1 replaced in the refrigeration plant room at the Julie McArthur Recreation Centre.

- The gaskets are used keep the refrigerant contained within the heat exchanger.
- If the gaskets begin to fail the primary and secondary refrigerants will mix and cause issues to other components within the refrigeration plant.
- This would result in downtime and possible loss of ice and revenue.
- Our contractor has recommended the gaskets for this plate be changed every 15 years to avoid potential failure.

Originally scheduled for 2026, but has been pulled forward as the need is more urgent than originally thought.

Plate and Frame.jpeg

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	3	Though the Rec Centre sees over 10,000 annually, if this equipment failed it could impact anywhere between 2500-4999 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?	2	There is the potential for injury if this project does not move forward. The secondary and primary refrigerants could mix and cause pressure and leaks within the system.
Legislation	Is the project required for legislative/regulatory compliance?	4	TSSA mandates this work through the Operating Engineers Regulations to maintain equipment.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	This project is not captured in the Asset Management plan, though there is a high probability of failure if not completed and the consequences 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.	0	There is no additional resources required if this project moves forward.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There are no rebates or grant opportunities available for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be 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 continue to maintain a public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	0	There is no impact on the aesthetic value of the asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery of the facility.
Public Input	Has the project been identified through public engagement?	0	There is no public input on this project.

Computer Replacement

27A.1

Priority Score: 43.00

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	5
Future Replacement Cost:	2033 - \$113,807

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	MARK GIBERSON
Location/Coordinates:	Various

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 86,000		
Contingency			
Total	\$ 86,000	\$ 0	\$ 0

Costs Incurred to 2026 Year End \$ 0
Impact on Operating Budget \$ 0
Total Project Budget: \$ 86,000

Schedule:

Construction Start Date: 01/01/2027

 Substantial Completion or
purchase date: 12/31/2027

Funding Sources:

Reserves	\$ 86,000
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-business1596
120819332749.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
Growth Related?: No
Estimated Useful Life (years): 5
Future Replacement Cost: 2033 - \$17782

Priority Level: Moderate
Department: Corporate Services
Staff Contact: MARK GIBERSON
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_antonioidiaz.png;
 5-best-desktop-computers-for-business159612
 0819332749.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

Staff Cell Phone Replacement

27A.3

Priority Score: 43.00

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	3
Future Replacement Cost:	2030 - \$8339

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	MARK GIBERSON
Location/Coordinates:	Various

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 6,700	\$ 6,800	
Contingency			
Total	\$ 6,700	\$ 6,800	\$ 0

Costs Incurred to 2026 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 13,500

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or
purchase date: 12/31/2027

Funding Sources:

Reserves	\$ 13,500
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 Cell/Smartphone and 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 3 and 4 years old. Most equipment has a life expectancy of 2 to 3 years after which the percentage of hardware failure and repairs increase significantly.

Attach Images:

Distracted-workers_antonioidiaz.png

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

Staff Cell Phone Replacement 27A.3

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	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?	0	The project has not been identified by the public

Firewall Replacement

27A.4

Priority Score: 43.40

Project Type:	Replacement <input type="button" value="v"/>
Growth Related?:	No <input type="button" value="v"/>
Estimated Useful Life (years):	3
Future Replacement Cost:	2030 - \$11383

Priority Level:	Moderate
Department:	Corporate Services <input type="button" value="v"/>
Staff Contact:	MARK GIBERSON
Location/Coordinates:	Various

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 8,200		
Contingency			
Total	\$ 8,200	\$ 0	\$ 0

Costs Incurred to 2026 Year End \$ 0
Impact on Operating Budget \$ 0
Total Project Budget: \$ 8,200

Schedule:

Construction Start Date: 01/01/2027

 Substantial Completion or
purchase date: 12/31/2027

Funding Sources:

Reserves	\$ 8,200
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
Growth Related?: No
Estimated Useful Life (years): 6
Future Replacement Cost: 2033 - \$47000

Priority Level: Moderate
Department: Corporate Services
Staff Contact: MARK GIBERSON
Location/Coordinates: Various

Cash Flow Projection:	2027	2028	2029
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 2026 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 40,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or
purchase date: 12/31/2027

Funding Sources:

Reserves \$ 40,000
 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

file-20210504-23-1t02hm4.avif

Attach Images:

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 publi

Wireless Access Point Replacement

27A.6

Priority Score: 45.40

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	5
Future Replacement Cost:	2033 - \$24000

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	MARK GIBERSON
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

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: 47.20

Project Type:	Study
Growth Related?:	No
Estimated Useful Life (years):	0
Future Replacement Cost:	N/A

Priority Level:	Moderate
Department:	City Manager
Staff Contact:	Michelle Palmer
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
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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

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?	3	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.	5	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?	1	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

27B.2

Priority Score: 42.50

Project Type:	Consulting
Growth Related?:	No
Estimated Useful Life (years):	0
Future Replacement Cost:	N/A

Priority Level:	Moderate
Department:	City Manager
Staff Contact:	Michelle Palmer
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
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Total Project Budget:	\$ 15,000
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Schedule:

Construction Start Date: 02/01/2027

Substantial Completion or
purchase date: 09/29/2028

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

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

Harrison Park Bridges Maintenance

27D.1

Priority Score: 37.20

Project Type: Maintenance
Growth Related?: No
Estimated Useful Life (years): 5
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate
Department: Community Services
Staff Contact: Manager of Parks and Open Space
Location/Coordinates: Harrison Park

Cash Flow Projection:	2027	2028	2029
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 2026 Year End

Impact on Operating Budget \$ 0 \$ 0 \$ 0

Total Project Budget: \$ 100,000

Schedule:

Construction Start Date: 09/06/2027

Substantial Completion or
purchase date: 09/27/2027

Funding Sources:

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

Description and Rationale:

Bridges at Harrison Park require maintenance every 5 years to support their long term viability and extend their useful life.

The City's bi-annual bridges and retaining walls structural report identified and prioritizes maintenance for these structures.

Maintenance was last performed in 2022 via a partnership with Grey County.

This capital would be used to contract the Grey County Bridges Maintenance team to perform critical bridge maintenance on 3 structures at Harrison Park, including:

- 1) Concrete abutment/walls inspection and repair
- 2) Beam repainting
- 3) Embankment inspection and repair

Attach Images:

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

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	Low Risk provided preventative maintenance continues every 5 years or as recommended by the City's regular structural assessments.
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	Maintenance project that maintains 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	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	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?	3	The project increases service offerings to a minority or aged population.
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.

HP Pool Sliding Door Replacement 27D.2

Priority Score: **20.80**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$21,000

Priority Level:	Low
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	75 2nd 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: 04/01/2027

Substantial Completion or
purchase date: 05/31/2027

Funding Sources:

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

Description and Rationale:

To remove & dispose of existing door system & replace with new custom galvanized frame & double door system complete with all required commercial grade hardware to improve overall site security and enclose the building.

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	2	The replacement of the sliding doors will impact staff and the patrons that access the changerooms at 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	Minor strains associated with opening the existing doors may become present as the hardware continues to age.
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	The door upgrades is an enhancement to an existing asset and will provide improved access 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 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 by maintaining an adequate facility to support pool operations.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

Kelso Campground Camp Hut Demolition

27D.3

Priority Score: 36.00

Project Type:	Disposal/Demolition
Growth Related?:	No
Estimated Useful Life (years):	0
Future Replacement Cost:	0

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	100 19th St. 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
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Total Project Budget:	\$ 10,000
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Schedule:

Construction Start Date: 04/01/2027

Substantial Completion or
purchase date: 05/31/2027

Funding Sources:

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

Description and Rationale:

The Kelso Campground Camp Hut has reached the end of its useful life and requires demolition.

The camp hut is no longer required because of the City's online booking software platform and alternative arrangements can be made for busier weekends.

The camp hut will be demolished on-site and the road allowance will be reinstated to match the existing profile.

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	The demolition of the existing building will have little effect on campground 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	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	5	Completion of the project will gain full legislative/regulatory compliance as it is located in an area that a permanent structure should not be constructed in.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	The building is seldom used and has a low consequence of failure if it is allowed to continued to deteriorate.
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 as the building will no longer need to be inspected and maintained.
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 it is mainly used for campground administration.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	5	The project dramatically improves the aesthetic value of the asset as it has deteriorated and is located within the gateway to a main entrance to the City.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	The project is not directly aligned to the Strategic Plan.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

West Side Shop Roof Replacement 27D.4

Priority Score: **19.80**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	40
Future Replacement Cost:	\$22,850

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

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
Growth Related?:	No
Estimated Useful Life (years):	40
Future Replacement Cost:	\$32,650

Priority Level:	Low
Department:	Corporate Services
Staff Contact:	Bradey Carbert
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
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Total Project Budget:	\$ 10,000
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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

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
Growth Related?: No
Estimated Useful Life (years): 0
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate
Department: Community Services
Staff Contact: Manager of Parks and Open Space
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: 02/08/2027

Substantial Completion or
purchase date: 04/30/2027

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 resents 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

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.

Columbarium Installation

27D.7

Priority Score: 37.50

Project Type: New Asset
Growth Related?: No
Estimated Useful Life (years): 100
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate
Department: Community Services
Staff Contact: Manager of Parks and Open Space
Location/Coordinates: Greenwood Cemetery

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

Impact on Operating Budget \$ 0 \$ 0 \$ 0

Total Project Budget: \$ 120,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or
purchase date: 12/31/2027

Funding Sources:

Debenture \$ 120,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Description and Rationale:

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.

The plan includes landscape design to accommodate additional columbaria to the west of the Mausoleum.

This capital would be used to single and sole source a new Twin Peaks model 112 Niche Columbarium from CMC-Carriere to match the 4 existing identical models.

Financing for a columbarium is typically debentured and costs are recovered through niche sales and inurnment fees over the life of the asset.

Attach Images:

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

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?	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.	4	Financial savings will be achieved as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	4	Debenture 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 (i.e. asset is underground, is not visible, etc.)
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.

RTU 10 (Attack Office) Replacement

27H.1

Priority Score: 29.00

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$26,250 (2052)

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Ryan Gowan
Location/Coordinates:	Bayshore Community Centre

Cash Flow Projection:	2027	2028	2029
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 2026 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 15,000

Schedule:

Construction Start Date: 05/01/2027

Substantial Completion or
purchase date: 07/31/2027

Funding Sources:

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

Description and Rationale:

This project would see the replacement of the 3 tonne unit which currently provides heating and cooling for the Attack Staff Office at the Bayshore Community Centre. This unit has been in service since 2002 and is reaching the end of its useful life. This project would be completed during the summer months by an HVAC contractor.

Attach Images:

RTU 10.jpeg

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

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 only services the Attack box office.
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 unit fails.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no legislation mandating this project at this time, though if the unit fails there are heating/cooling standards that must be met.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The probability of failure for this unit is moderate but the impact would be low. This unit has had repairs completed in the past.
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 would be minimal impact to operational efficiency if this project is completed.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Currently funded through Bayshore Facility Reserve. This unit may be eligible for a grant at the time of installation.
Environment	Does the project address needs impacted by climate change?	2	There may be some impact to the environment as a newer unit will be more efficient than 20 year old technology.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project will maintain an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	There is no aesthetic value improvement with this HVAC unit replacement.
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	There has been feedback from the users of the space when the unit has been inoperable in the past.

RTU 3 (Bay Room) Replacement

27H.2

Priority Score: 32.10

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$70,000 (2052)

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Ryan Gowan
Location/Coordinates:	Bayshore Community Centre

Cash Flow Projection:	2027	2028	2029
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 2026 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 40,000

Schedule:

Construction Start Date: 05/01/2027

Substantial Completion or
purchase date: 07/31/2027

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 replacement of the 30 tonne unit which currently provides heating and cooling for the Bay Room at the Bayshore Community Centre. This unit has been in service since 2002 and is reaching the end of its useful life. This project would be completed during the summer months by an HVAC contractor.

Attach Images:

RTU 3.jpeg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	4	This unit services a large meeting space at the Bayshore, which is used by thousands 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 no impact to health and safety unless the unit fails.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is currently no know legislation mandating this replacement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This unit has a moderate probability of failure with a low 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.	2	There would be minimal impact to the operational efficiency.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	This project may be eligible for grants or rebates at the time of installation.
Environment	Does the project address needs impacted by climate change?	2	There will be more environmentally friendly refrigerants with a replacement unit, as well as more efficiency.
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	There is no aesthetic value with the replacement of this unit.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project would support core service delivery as it services a rental space.
Public Input	Has the project been identified through public engagement?	0	There has been no public input related to this project.

RTU 8 (South Front Lobby) Replacement

27H.3

Priority Score: 34.60

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$43,750 (2052)

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Ryan Gowan
Location/Coordinates:	Bayshore Community Centre

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 25,000		
Contingency			
Total	\$ 25,000	\$ 0	\$ 0

Costs Incurred to 2026 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 25,000

Schedule:

Construction Start Date: 05/01/2027

Substantial Completion or
purchase date: 07/31/2027

Funding Sources:

Reserves	\$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This project would see the replacement of the 12 tonne unit which currently provides heating and cooling for the front lobby at the at the Bayshore Community Centre. This unit has been in service since 2001 and is reaching the end of its useful life. This project would be completed during the summer months by an HVAC contractor.

Attach Images:

RTU 8.jpeg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	4	This unit services the front lobby of the facility which is used by thousands of people 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 no impact on health and safety unless the unit fails.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no legislation at this time mandating this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The probability of failure for this unit is moderate though the impact is low.
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 would be minimal impact to the operational efficiency.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Currently funded from capital reserve. This project may be eligible for rebates at the time of installation.
Environment	Does the project address needs impacted by climate change?	2	There may be some impact to the environment as newer technology will be more efficient with safer more environmentally friendly refrigerants being used.
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	There is no aesthetic value improvement with the replacement of this roof top unit.
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 related to this project.

RTU 9 (South Upper Concourse) Replacement

27H.4

Priority Score: 32.60

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$43,750 (2052)

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Ryan Gowan
Location/Coordinates:	Bayshore Community Centre

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 25,000		
Contingency			
Total	\$ 25,000	\$ 0	\$ 0

Costs Incurred to 2026 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 25,000

Schedule:

Construction Start Date: 05/01/2027

Substantial Completion or
purchase date: 07/31/2027

Funding Sources:

Reserves	\$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This project would see the replacement of the 12 tonne unit which currently provides heating and cooling for the South upper concourse at the Bayshore Community Centre. This unit has been in service since 2001 and will be reaching the end of its useful life. This project would be completed during the summer months by an HVAC contractor.

Attach Images:

RTU 9.jpeg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	3	This unit services a large public area used by thousands of people 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 no impact on health and safety unless the unit fails.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is currently no legislation mandating this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The probability of failure for this unit is moderate and the impact would be low.
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 would be minimal impact to the operational efficiency.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Currently funded through reserves. This project may be eligible for rebates at the time of installation.
Environment	Does the project address needs impacted by climate change?	2	There may be minimal impact to the environment as 20 years newer technology will be more efficient.
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	There is no aesthetic value improvement with this HVAC unit replacement.
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	There has been no public input for this project.

Unit Heater 6 (Tool Room) Replacement

27H.5

Priority Score: 27.60

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$8750 (2052)

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Ryan Gowan
Location/Coordinates:	Bayshore Community Centre

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: 05/01/2027

Substantial Completion or
purchase date: 07/31/2027

Funding Sources:

Reserves	\$ 5,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This project would see the replacement of Unit Heater 6 at the Bayshore Community Centre. This unit was installed in 2001, and is nearing the end of its expected useful life. This unit currently provides heat to the Tool room/Zamboni room area at the Bayshore. A newer more efficient unit will be installed in its place.

Attach Images:

Unit Heater 6 Tool Room.jpeg

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

Unit Heater 6 (Tool Room) Replacement 27H.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?	1	This unit heater is in a staff only area and does not service a public space.
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 minor impact on health and safety if the unit 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 replacement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	If this equipment is not replaced and malfunctions there would be a moderate impact on sprinkler equipment which is housed in this space, depending on the season.
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 the current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	This project is currently funded through reserves. Unit may be eligible for a rebate at the time of replacement.
Environment	Does the project address needs impacted by climate change?	1	This unit may have a moderate impact on the environment as newer technology will be more efficient.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	This project has 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 the aesthetic value of the asset.
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 identified by the public.

Front Bollard Light Replacement

27H.6

Priority Score: 26.20

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$35,000 (2052)

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Ryan Gowan
Location/Coordinates:	Bayshore Community 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 \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 30,000

Schedule:

Construction Start Date: 06/01/2027

Substantial Completion or
purchase date: 06/30/2027

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 the cement bollard lights located at the south entrance and sidewalk entering the Bayshore Community Centre from the south parking lot. These lights are beginning to show their age with weather damage and the use of metal halide lamps.

This project would see new LED bollard light options installed which would be much more efficient and appealing to the thousands who use the facility annually. A more modern updated bollard would be installed in their place.

Bollard Light.jpeg

Attach Images:

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

Front Bollard Light Replacement

27H.6

Priority Score: 26.20

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	While the impact on the population may not be significant, the number of people that use the main entrance of the Bayshore is 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	This project will have no impact on Health and Safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislation mandating this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of these assets failing due to their age, but a low consequence if they do.
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 no impact on the current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for grant or funding at this time.
Environment	Does the project address needs impacted by climate change?	1	This project will have little impact on the environment other than going from metal halide bulbs to LED.
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?	4	This project would address a failing and aging aesthetic value and provide a large improvement.
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.

Refrigeration Plant B.A.S. Upgrades

27H.7

Priority Score: 30.70

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	10
Future Replacement Cost:	\$104,000 (2037)

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Ryan Gowan
Location/Coordinates:	Bayshore Community Centre

Cash Flow Projection:	2027	2028	2029
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 2026 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 60,000

Schedule:

Construction Start Date: 05/01/2027

Substantial Completion or
purchase date: 07/31/2027

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 replacement of the Season Controller at the Bayshore with an updated BAS system that is able to be remotely accessed and will potentially increase the efficiency of the refrigeration plant.

The current system will be 10 years old and will be in need of a software upgrade. With changing technology, a new system would give more parameters to help operate the refrigeration plant more efficiency and lead to potential utility savings and improved performance.

Attach Images:

BAS Bayshore.jpeg

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

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 annually would be effected by the ice quality with a new system.
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 legislation mandated for this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement of a current asset, which will be unsupported as technology advances.
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 to the operation as having remote access to the system will provide some efficiencies.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Grants or rebates may be available upon the time of installation.
Environment	Does the project address needs impacted by climate change?	2	With improved technology this can allow the plant to operate more efficiently and have a small impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain a current public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project will have no aesthetic value improvement.
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?	0	This project has not been identified by the public.

OSPS HVAC Rebalancing

27J.1

Priority Score: 35.10

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$83,750

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

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 40,000

Schedule:

Construction Start Date: 10/01/2027

Substantial Completion or
purchase date: 10/31/2027

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 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

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.

OS Police Station Boiler Replacement

27J.2

Priority Score: 38.30

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$314,100

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	922 2nd Ave. W.

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

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 150,000

Schedule:

Construction Start Date: 05/01/2027

Substantial Completion or
purchase date: 05/31/2027

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

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.

OS Police Station Roof Section 3 Restoration

27J.3

Priority Score: 21.40

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	15
Future Replacement Cost:	\$101,270

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

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 40,000
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Schedule:

Construction Start Date: 09/01/2027

Substantial Completion or
purchase date: 09/30/2027

Funding Sources:

Tax Levy	\$ 40,000
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

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.

Animal Shelter Furnace & Condenser Replacement

27K.1

Priority Score: 33.50

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	20
Future Replacement Cost:	\$18,000

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
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
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Total Project Budget:	\$ 10,000
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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

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
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$62,800

Priority Level:	Low
Department:	Corporate Services
Staff Contact:	Bradey Carbert
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
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Total Project Budget: \$ 30,000

Schedule:

Construction Start Date: 09/01/2027

Substantial Completion or
purchase date: 11/30/2027

Funding Sources:

Tax Levy	\$ 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

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.

Public Works Shop HWH Replacement

27M.3

Priority Score: 29.50

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	15
Future Replacement Cost:	\$23,400

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
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
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Total Project Budget:	\$ 15,000
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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 Library 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

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.

TTAG Window & Door Replacement 27M.4

Priority Score: **20.40**

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 25
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Low
Department: Corporate Services
Staff Contact: Bradey Carbert
Location/Coordinates: 840 1st Ave. W.

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 20,000	\$ 20,000	
Materials			
Equipment/Misc			
Contingency			
Total	\$ 20,000	\$ 20,000	\$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget \$ 0 \$ 0 \$ 0

Total Project Budget: \$ 40,000

Schedule:

Construction Start Date: 09/01/2027

Substantial Completion or
purchase date: 10/31/2027

Funding Sources:

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

Description and Rationale:

The Tom Thomson Art Gallery has been constructed/expanded over three separate projects, with the most recent expansion being in 1988. The facility is now scheduled for window and door replacement. The project will initially focus on steel door replacement as many of the door frames are showing deterioration.

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	The existing steel doors are used as emergency egress from the building and are 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	The doors are beginning to show deterioration but are available for use.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative / regulatory compliance issues associated with the door in their current state.
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 with the doors in their 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 minimal impact on operations resulting from the door replacements.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There are no third-party funding sources available for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment resulting from this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project supports the maintenance of an existing 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 of services by maintaining the building providing art gallery services.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

Hydrant Painting

27N.1

Priority Score: 57.40

Project Type: Maintenance
Growth Related?: Partial
Estimated Useful Life (years): 5
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: High
Department: Public Works and Engineering
Staff Contact: Manager of Public Works
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 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

Hydrant Flow Testing

27N.2

Priority Score: 63.80

Project Type: Maintenance
Growth Related?: Partial
Estimated Useful Life (years): 0
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: High
Department: Public Works and Engineering
Staff Contact: Manager of Public Works
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

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

Storage Tank Biosolids Cleanout

270.1

Priority Score: 69.30

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	50
Future Replacement Cost:	\$2,000,000 - 2064

Priority Level:	High
Department:	Public Works and Engineering
Staff Contact:	Manager of Public Works
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.

Storage tank.jpg

Attach Images:

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

Storage Tank Biosolids Cleanout 270.1

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 odorous 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

270.2

Priority Score: 66.00

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 7
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: High
Department: Public Works and Engineering
Staff Contact: Manager of Public Works
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.

Attach Images:

PLC-Panel.jpeg

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

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: 52.60

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 \$ 1,900,000

Water Rates \$ 920,000

Waste Water Rates \$ 920,000

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

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?	2	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: 52.60

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	\$ 10,000
Design or Engineering	\$ 280,000	\$ 280,000	\$ 30,000
Communication / Signage			
Construction / Contractor		\$ 2,500,000	
Materials			
Equipment/Misc			
Contingency		\$ 200,000	
Total	\$ 300,000	\$ 3,000,000	\$ 40,000

Costs Incurred to 2026 Year End

Impact on Operating Budget \$ 0 \$ 0 \$ 0

Total Project Budget: \$ 3,340,000

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 project involves reconstructing 3rd Avenue East from 10th Street East to 12th Street East.

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 and partial stormwater replacement costs only.

Not included are the County's costs such as road reconstruction, curb and gutter replacement, partial stormwater cost.

The costs shown in the 2029 column are the total costs for 2029 and 2030.

Attach Images:

3rd Ave E/GR 15 - 10th St E to 12th St E - Phase 1

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

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?	2	This project is partially funded by OCIF, with the remainder coming from water and wastewater rates, so it does not impact the 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?	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.

28th Avenue East Culverts (OS-17) - north of 20th St E

27P.3

Priority Score: 32.10

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	50
Future Replacement Cost:	\$1,345,794 (2077)

Priority Level:	Moderate
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	28th Avenue East Culverts - approxin

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering	\$ 8,000	\$ 15,000	\$ 2,000
Design or Engineering	\$ 72,000	\$ 75,000	\$ 3,000
Communication / Signage			
Construction / Contractor		\$ 510,000	\$ 5,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 80,000	\$ 600,000	\$ 10,000

Costs Incurred to 2026 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
----------------------------	------	------	------

Total Project Budget: \$ 690,000

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	\$ 0

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

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
Growth Related?:	No
Estimated Useful Life (years):	50
Future Replacement Cost:	\$1,547,663 (2077)

Priority Level:	Moderate
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	North side of 10th St W between 4th

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering	\$ 7,500	\$ 7,000	\$ 2,000
Design or Engineering	\$ 67,500	\$ 18,000	\$ 3,000
Communication / Signage			
Construction / Contractor		\$ 475,000	\$ 10,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 75,000	\$ 500,000	\$ 15,000

Costs Incurred to 2026 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 590,000

Schedule:

Construction Start Date: 03/31/2027

Substantial Completion or
purchase date: 11/01/2027

Funding Sources:

Tax Levy	\$ 140,000
Grant	\$ 450,000
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

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.

27P.5

Priority Score: 46.50

Project Type:	New Asset
Growth Related?:	Yes
Estimated Useful Life (years):	50
Future Replacement Cost:	\$403,738 (2077)

Priority Level:	Moderate
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	2200 16th St E

Cash Flow Projection:	2027	2028	2029
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 2026 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 300,000

Schedule:

Construction Start Date: 03/31/2027

Substantial Completion or
purchase date: 11/01/2027

Funding Sources:

Donations	\$ 270,000
Development Charges	\$ 30,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This is the City's contribution that would be identified in a Servicing Agreement for Telfer Square and recovered from the developer on the north side of 16th St E for intersection upgrading at 22nd Avenue East, if identified in a future Traffic Impact Study.

Attach Images:

16th St E & 20th Ave E Intersection Upgrading
- Install Traffic Signals - Exquisite and North
side Developer Servicing Agreement.JPG

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

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 expected that over 6,000 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?	5	This project was required to accommodate new developments in the area ensuring traffic and pedestrian traffic would be safe
Legislation	Is the project required for legislative/regulatory compliance?	4	This project is required to continue to be compliant due to traffic patterns
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	This will be 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.	2	This will add additional staff time and resources to maintain this traffic system.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	This project may be eligible for rebates / funding through future developer contributions
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
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.

27P.6

Priority Score: 46.50

Project Type:	New Asset
Growth Related?:	Yes
Estimated Useful Life (years):	50
Future Replacement Cost:	\$1.3M

Priority Level:	Moderate
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	16th St E & 20th Ave E Intersection

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 478,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 478,000	\$ 0	\$ 0

Costs Incurred to 2026 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 478,000

Schedule:

Construction Start Date: 03/31/2027

Substantial Completion or
purchase date: 11/01/2027

Funding Sources:

Tax Levy	\$ 478,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This is the City's reimbursement amount for the developer's contribution (Servicing Agreement for Thompson Centres) of the 16th St E & 20th Ave E Intersection upgrade along with the construction of 20th Avenue East, in the event that it cannot be recovered/collected from development in the north-east quadrant of the intersection by the end of 2027.

Attach Images:

16th St E & 20th Ave E Intersection Upgrading and 20th Ave E Construction - Thompson Centres Servicing Agreement.JPG

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

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 expected that over 6,000 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?	5	This project was required to accommodate new developments in the area ensuring traffic and pedestrian traffic would be safe
Legislation	Is the project required for legislative/regulatory compliance?	4	This project is required to continue to be compliant due to traffic patterns
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	This will be 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.	2	This will add additional staff time and resources to maintain this traffic system.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	This project may be eligible for rebates / funding through future developer contributions
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
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.

16th St E Widening - south side - Heritage Grove Centre Road to 22nd Ave E

27P.7

Priority Score: 46.50

Project Type:	New Asset
Growth Related?:	Yes
Estimated Useful Life (years):	50
Future Replacement Cost:	\$1.6 M

Priority Level:	Moderate
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	2125 16th Street East

Cash Flow Projection:	2027	2028	2029
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 2026 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 600,000

Schedule:

Construction Start Date: 03/31/2027

Substantial Completion or
purchase date: 11/01/2027

Funding Sources:

Donations	\$ 540,000
Development Charges	\$ 60,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This is the estimated cost of widening the road with an additional full eastbound lane from the Heritage Grove Centre right-in/right-out driveway to the future 22nd Avenue East intersection at Telfer Square, based on future Traffic Impact Studies.

This cost would be paid by future developer(s) under a Servicing Agreement and is shown as "Donations" with the City's contribution coming from Development Charges as 10% maximum growth related cost.

Attach Images:

16th St E Widening - south side - Heritage Grove Centre Road to 150 m east of 22nd Ave E.JPG

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

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 expected that over 6,000 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?	5	This project was required to accommodate new developments in the area ensuring traffic and pedestrian traffic would be safe
Legislation	Is the project required for legislative/regulatory compliance?	4	This project is required to continue to be compliant due to traffic patterns
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	This will be 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.	2	This will add additional staff time and resources to maintain this traffic system.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	This project may be eligible for rebates / funding through future developer contributions
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
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.

OS Transit Terminal Window and Door Replacement

27R.1

Priority Score: 42.30

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	30
Future Replacement Cost:	\$60,700

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

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.

Mobile Data Terminals Installed in Apparatus

27U.1

Priority Score: 49.90

Project Type:	New Asset
Growth Related?:	Partial
Estimated Useful Life (years):	0
Future Replacement Cost:	\$15,000

Priority Level:	High
Department:	Fire
Staff Contact:	Phil Eagleson
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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	4	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.	2	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.	4	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: 55.50

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	10
Future Replacement Cost:	\$12,000

Priority Level:	High
Department:	Fire
Staff Contact:	Phil Eagleson
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: **55.50**

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.	4	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?	1	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: 53.10

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 10
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: High
Department: Fire
Staff Contact: Phil Eagleson
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).

ice commander.webp

Attach Images:

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

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.	4	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?	1	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: 59.50

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 15
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: High
Department: Fire
Staff Contact: Phil Eagleson
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

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.	4	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?	1	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.

Fire Station Unit Heater Replacements

27U.5

Priority Score: 38.10

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$83,500

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	1209 3rd Ave. E.

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

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 40,000

Schedule:

Construction Start Date: 06/01/2027

Substantial Completion or
purchase date: 07/31/2027

Funding Sources:

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

Description and Rationale:

The existing unit heaters are beyond the end of their life cycle and prone to sudden failure. It is also understood that they are very loud when running. It is recommended that they be replaced in an alternative format and new heaters be installed.

To improve thermal comfort in the space, the existing three unit heaters should be replaced with a heater for each bay door (total of 8 heaters) that will heat the perimeter rather than trying to heat from the centre of the facility out.

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	The current unit heaters impact only the apparatus bay.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Adequate temperature and ventilation equipment is important to maintain air quality in the fire station.
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 high probability of failure and moderate consequences as heat is required to ensure that apparatus are in a state of being 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.	4	The current units cannot be repaired and will be taken out of service when they fail. If one unit fails and there is no funding available to complete the entire replacement project, a one-off purchase will be made and will not achieve the desired results.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for an energy grant rebate depending on the final product selected.
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 piece of equipment and is integral to supporting the fire station and services.
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 core delivery of fire services by ensuring an adequate facility for this service.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.