



2026-2030 Multi-Year Capital Plan

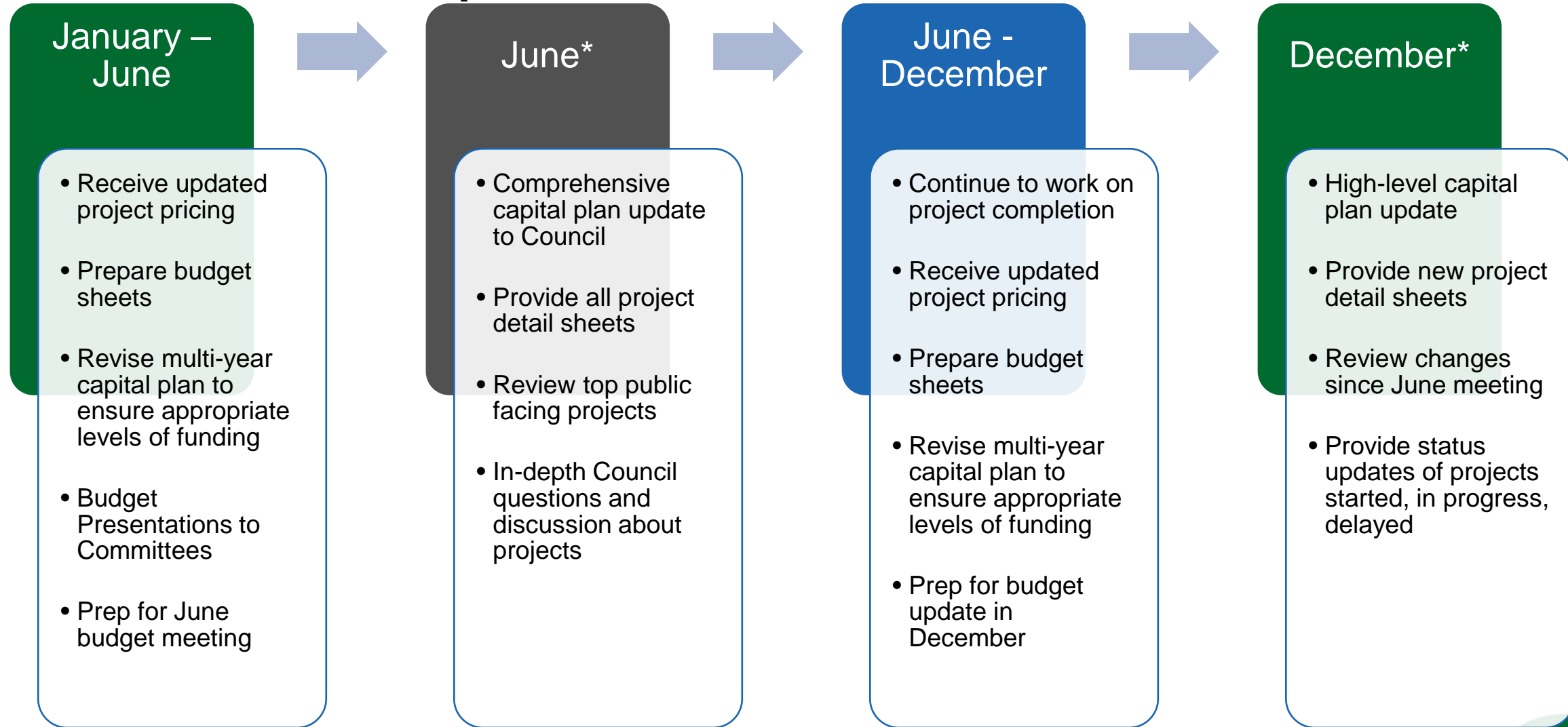
Owen Sound City Council
June 23, 2025



Agenda

- Multi-year Capital Plan Process
- Asset Management & Capital Infrastructure Gap
- Grants
- 2025 Project Update
- 2026-2030 Capital Plan
- Unfunded Projects
- Project Management Software & Prioritization Review
- Projects for Discussion

Multi-Year Capital Plan Process



** Council may discuss, amend, or remove any project that has been previously approved, so long as a contract has not been entered into by the City*

Committee Feedback Process

Presentation Structure

- Multi-year Capital Plan process
- Capital Plan Highlights
- 2026-2030 Capital Plan Review
- Unfunded Projects
- Project Discussion

Project Discussion Highlights

- Consideration requested for:
 - Fire Station Renovation and Expansion (June 2 Council Meeting)

Capital Plan Highlights: 2026 - 2030

\$91M in funded projects

\$33M in unfunded projects

\$30M in OCIF,
Gas Tax & Grants

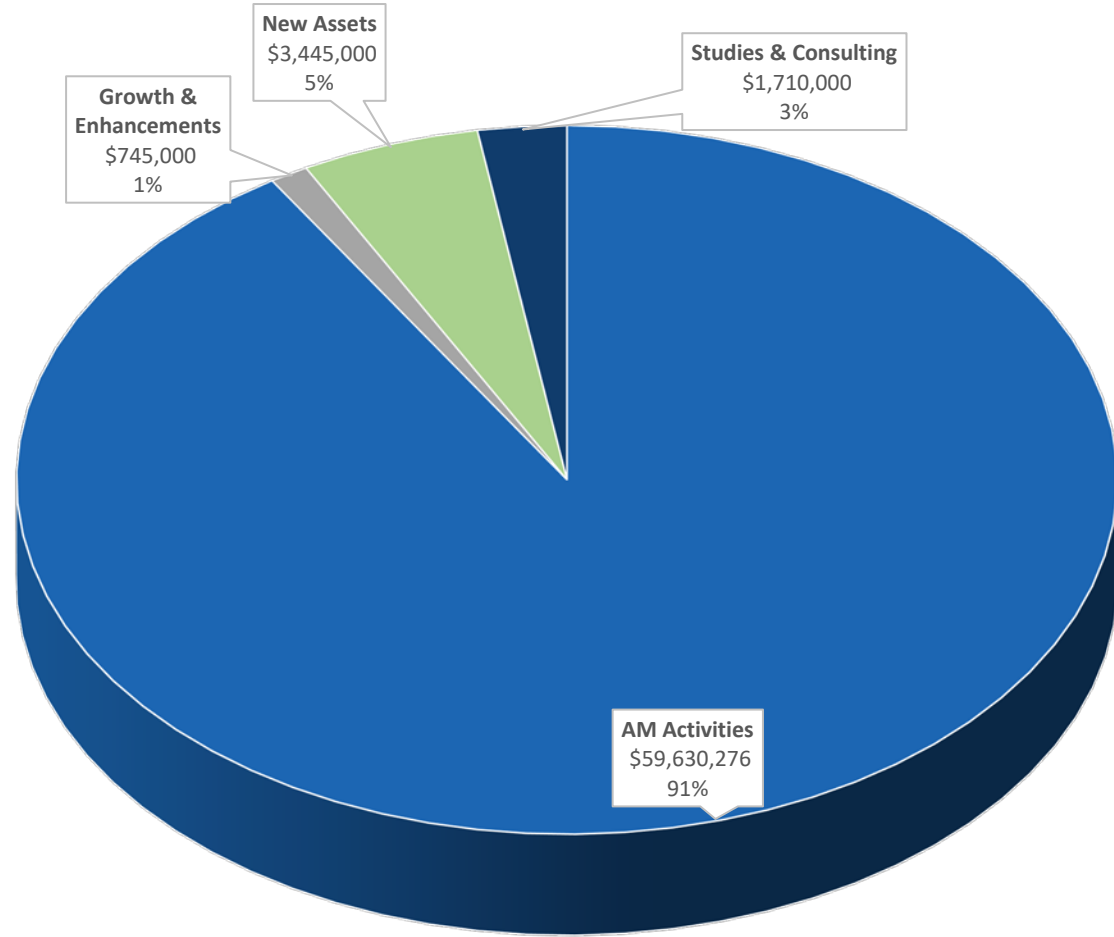
200+ capital projects

91% allocated to AM
activities

Tax and User Rate
Supported Projects
Included

Asset Management

The City consistently allocates a large percentage of the capital plan dollars to Asset Management related activities, such as Replacement, Rehabilitation and Maintenance of existing assets.



Capital Infrastructure Gap & Funding

Current Infrastructure Gap

- ☐ \$38M Total Funding Gap for All Asset Classes
- ☐ \$11M Tax-Supported Funding Gap
- ☐ \$27M Water and Wastewater User Supported Funding Gap

Dedicated Levy Increase

- ☐ 1% - Decided on in 2013 based on the 2013 Asset Management Plan
- ☐ Has not been adjusted for inflation or any other considerations
- ☐ Only considered core infrastructure (roads/bridges), but the 1% is now being allocated to all assets

Grants



Ontario Community Infrastructure Fund (OCIF)

- Allocates funds annually to asset management core infrastructure projects
- \$16.6M in funding from 2026 - 2030

Canada Community-Building Fund

- Allocates funds to the Annual Roads Rehabilitation Program
- \$3.6M in funding from 2026 - 2030

Other Grants

- May include items such as HECS, Connecting Link, etc.

Ontario Community Infrastructure Fund (OCIF)

	2026	2027	2028	2029	2030
Funding Received	\$3,316,223	\$3,316,223	\$3,316,223	\$3,316,223	\$3,316,223
Infrastructure Projects (Expenditures)					
25P.2 4th Ave W (15th St. W to 17th St. W.)	\$5,400,000				
25P.12 9th Ave E - 20th to 23rd St	\$385,000	\$8,976,875			
26P.4 2nd Ave W/GR 1 - 10th St W to 14th St W	\$55,000	\$550,000			
27P.1 4th Ave w (17th St. W. to 20th St. W.)		\$3,700,000			
27P.2 3rd Ave E/GR 15 - 10th St E to 12th St E		\$300,000	\$3,000,000		
28P.1 3rd Ave E/GR 15 - 12th St E to 14th St E			\$300,000	\$3,000,000	
29P.1 3rd Ave E/GR 15 - 14th St E to 18th St E				\$600,000	\$6,000,000
30P.2 Moores Hill Road and Retaining Walls					\$220,000
Asset Management (Expenditures)					
Asset Management Staffing Recovery (Operating)	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Asset Management Condition Assessments	\$137,500	\$125,000	\$150,000	\$150,000	\$150,000
Total Planned Spending	\$6,057,500	\$13,731,875	\$3,530,000	\$3,830,000	\$6,450,000
Less: Water Rate Supported Funding	\$30,000	\$673,265	\$1,320,000	\$1,440,000	\$2,400,000
Less: Wastewater Rate Supported Funding		\$120,000	\$1,320,000	\$1,440,000	\$2,400,000
Less: Grants	\$175,000	\$4,209,305			
Less: Reserves		\$242,725			
Less: Development Charges		\$211,550			
Annual OCIF Funding Surplus (deficit)	(\$2,536,277)	(\$4,958,807)	\$2,426,223	\$2,366,223	\$1,666,223
Reserve Balances					
Opening Balance	\$4,872,383	\$2,433,554	(\$2,476,582)	(\$50,359)	\$2,315,864
Annual Funding Surplus (deficit)	(\$2,536,277)	(\$4,958,807)	\$2,426,223	\$2,366,223	\$1,666,223
Interest earned	\$97,448	\$48,671			\$46,317
Closing Balance	\$2,433,554	(\$2,476,582)	(\$50,359)	\$2,315,864	\$4,028,404

Canada Community Building Fund (CCBF)

	2026	2027	2028	2029	2030
Funding Received	\$707,796	\$736,107	\$736,107	\$736,107	\$736,107
Infrastructure Projects (Expenditures)					
Annual Road Rehabilitation Program	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000
Transportation Master Plan Update			\$300,000		
Total Planned Spending	\$700,000	\$700,000	\$1,000,000	\$700,000	\$700,000
Annual OCIF Funding Surplus (deficit)	\$7,796	\$36,107	(\$263,893)	\$36,107	\$36,107
Reserve Balances					
Opening Balance	\$358,777	\$373,749	\$417,331	\$161,784	\$201,127
Annual Funding Surplus (deficit)	\$7,796	\$36,107	(\$263,893)	\$36,107	\$36,107
Interest earned	\$7,176	\$7,475	\$8,347	\$3,236	\$4,023
Closing Balance	\$373,749	\$417,331	\$161,784	\$201,127	\$241,256

Other Grant Funding

- MTO Connecting Link Program
 - Project 25P.13 – 16th St. E. Pedestrian Tunnel Rehabilitation
 - \$1.33 million
- Housing Enabling Core Servicing Stream
 - Project 25P.12 – 9th Ave. E from 20th St. E to 23rd St. E.
 - \$4.56 million

Debentures



Debentures

- Debentures are a great way for a Municipality to fund large-scale, multi-year projects that it may not otherwise have the financial capacity to undertake.
- Currently the City has approximately \$32 million in debentures.
- The current Capital Plan proposes the addition of \$4.6 million in debt financing for the Fire Station Renovation and Expansion project.
- Debt financing will be considered in the development of the financing strategies to support City's Asset Management Plan.

2025 Capital Plan Update



2025 Top 10 Projects Update – Corporate Services

Rank	Priority Score	Project #	Lead Dept.	Project Name	2025 Budget	Project Status
1	61.80	25U.4	Fire	Bunker Gear Replacement	\$ 30,000	In progress
2	55.60	25U.3	Fire	Bunker Gear Drying Rack	\$ 8,000	In progress
3	53.00	25U.1	Fire	Thermal Imaging Cameras	\$ 28,000	In progress
4	44.50	25A.4	IT	Software Transformation - GP / WT	\$ 164,200	In progress
5	43.00	25A.1	IT	Computer Capital	\$ 121,000	In progress
6	43.00	25A.2	IT	Telephone System Replacement	\$ 75,000	Not started
7	42.00	25A.3	IT	IT Strategic Review	\$ 35,000	In progress
8	37.50	25B.2	Strategic Initiatives	Community Engagement (Citizen Satisfaction Survey)	\$ 25,000	Deferred
9	37.00	23J.4	Facilities - Police	OSPS Exterior Masonry Repairs or Solution	\$ 50,000	In progress
10	34.60	25M.11	Facilities – BBM	BBM Interior Rehabilitation	\$ 15,000	Substantially Completed

2025 Top 10 Projects Update - Operations

Top 10 Projects						
Rank	Priority Score	Project #	Lead Dept.	Project Name	2025 Budget	Project Status
1	81.30	25P.4	Engineering	Asphalt & Concrete Replacement – Annual Program	\$700,000	In Progress
2	68.80	23N.5	Water	Water Distribution System SCADA	\$170,000	In Progress
3	68.70	23N.2	Water	2nd Ave E/Grey Road 5 Watermain Replacement – Construction	\$800,000	Deferred
4	66.70	25Q.5	Engineering	Traffic Counting Equipment	\$40,000	Not Started
5	66.30	22N.5	Water	Watermain Capital Reinvestment (Road Rehab Program)	\$50,000	In Progress
6	66.10	22N.2	Water	Cathodic Protection Rehab	\$275,000	In Progress
7	66.00	25P.10	Engineering	9th Ave E Superior St to 10th St E Watermain Replacement	\$125,000	In Progress
8	66.00	24O.3	Wastewater	Digester Cleanout	\$300,000	Not Started
9	65.60	16O.4	Wastewater	Stormwater Separation Program	\$30,000	In Progress
10	65.30	22N.1	Water	Cross Connection Control Program	\$250,000	In Progress

2025 Top 10 Projects Update – Community Services

Top 10 Projects						
Ran k	Priority Score	Project #	Lead Dept.	Project Name	2025 Budget	Strategic Priority
1	64.90	25I.1	Arena Operations (JMRRC)	Roof Section 1 Replacement	\$850,000	In Progress
2	63.90	24D.3	Parks	Weavers Creek Boardwalk Replacement	\$75,000	Not Started
3	50.30	23D.45	Parks	Kiwanis Soccer Complex-Drainage	\$20,000	Not Started
4	46.20	25D.13	Parks	Inner Harbour – Waste Receptacle Upgrades	\$80,000	In Progress
5	44.00	25D.10	Cemetery	GIS Plots and Monuments	\$25,000	Not Started
6	43.90	25D.12	Parks	Kelso Beach at Nawash - Frontage Renewal (Entrances, Parking Lot, Planting)	\$10,000	In Progress
7	43.60	25D.14	Parks	Waste Receptacle Lids for Seasonal Drums	\$15,000	Not Started
8	42.00	25D.15	Parks	Kiwanis Soccer Complex – Planting to Replace Removed Ash Trees	\$10,000	Deferred
9	41.20	25D.5	Parks	Maitland Park Playground	\$45,000	Deferred
10	40.70	24E.2	Planning	Interpretive Plaque Refresh	\$50,000	Deferred

2026 Top Public Facing Projects



Top 5 Public Facing Projects

Rank	Project #	Priority Score	Lead Dept.	Project Name	Budget
1	25P.4	81.30	Engineering	Asphalt & Concrete Replacement - Annual Program	\$700,000
2	26D.6	67.20	Parks & Open Spaces	Kelso Beach Playground Replacement	\$450,000
3	25P.12	64.10	Engineering	9 th Ave. E. – 20 th St. E. to 23 rd St. E. Reconstruction	\$9,361,875
4	25P.2	59.70	Engineering	4th Ave W - 15th St W to 17th St W. Reconstruction	\$5,450,000
5	26B.1	50.70	Strategic Initiatives	Ground Sign Replacement	\$75,000

25P.4 ENGINEERING

Asphalt & Concrete Replacement – Annual Program

Annual program to rejuvenate hot mix asphalt surfaces and maintain the expected service life of roads throughout the City. The project also includes the replacement or rehabilitation of concrete structures associated with asphalt resurfacing including catch basins, maintenance structures, curb, gutter and sidewalks.



25P.12 9th Ave E – 20th to 23rd St E Reconstruction

The project includes Engineering design and approvals for the full scope of the reconstruction and upgrading of 9th Avenue East road and sidewalk infrastructure from 20th Avenue East to 23rd Street "A" East as well as other required existing stormwater management infrastructure upgrades.

A Consulting Engineer will be retained by to mid-2025 with design and approvals completed in 2026 to allow for tendering in early 2028.

The City was successful in obtaining Housing Enabling Core Servicing Stream grant funding, for 50% of the road and road related eligible costs.



26D.6 Parks & Open Spaces

Kelso Beach at Nawash Park Playground

The aging play structure is deteriorating and has surpassed its life-cycle. New equipment will refresh the park and create a play space that meets current CSA play structure code requirements including accessible elements.

The replacement of this structure is supported by the Parks Recreation and Facilities master plan objective to provide a play structure within 800m of every residence. Recommendation 5.2.2 from the Kelso Beach at Nawash Park Master Plan recommends the replacement of this asset.

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

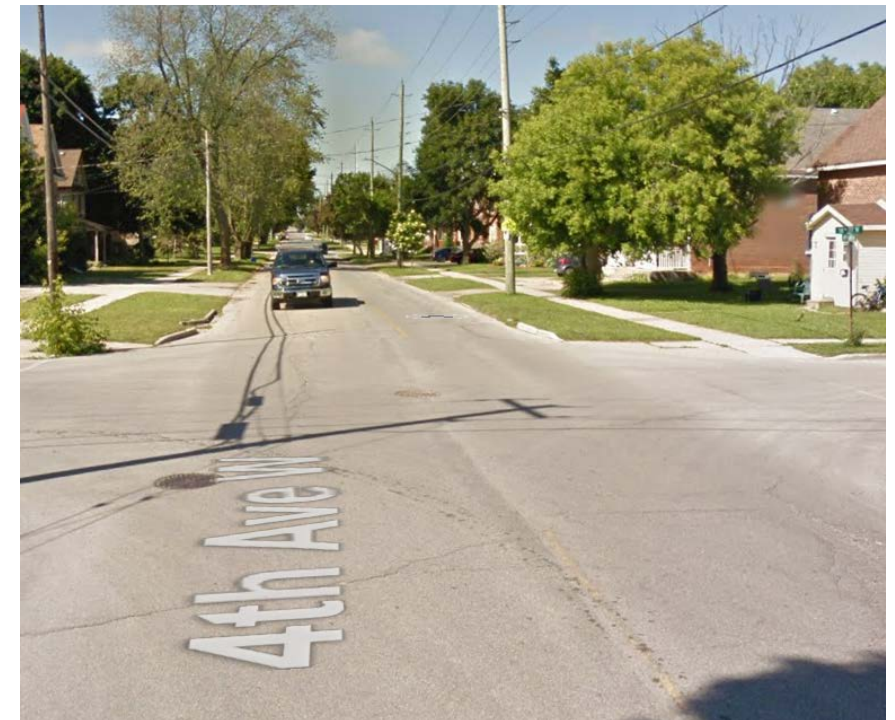


25P.2 4th Ave W - 15th St W to 17th St W Reconstruction

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.

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).



26B.1 Strategic Initiatives

Digital Message Signs (JMRRC & Bayshore)

There are currently outdoor message signs at the Harry Lumley Bayshore and the Julie McArthur Regional Recreation Complex (JMRRC).

The outdoor sign at the Bayshore currently uses manual changeable lettering. The outdoor sign at the JMRRC is an electronic message board with outdated technology which experiences frequent failures. This has led to not being able to utilize the sign for extended periods of time.

For both screens, the structure of the signs is still operational and can remain with just the screen area being replaced.

Replacement of the screens to digital LED displays would enhance the options that the City has to communicate with the community and would enable increased flexibility in the content which can be shared. An exclusive advantage of digital outdoor signage is that the City can update them in real-time. Digital outdoor displays are much more dynamic, eye-catching, and visible and catches the attention of more people compared to traditional forms of advertising.

This project will be reliant on finding a sponsor (or multiple sponsors) to cover the complete cost.



Unfunded Capital



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Unfunded Project Highlights: 2026 - 2030

\$33.4 Million in unfunded projects
96 capital projects

Expansion

Enhancement

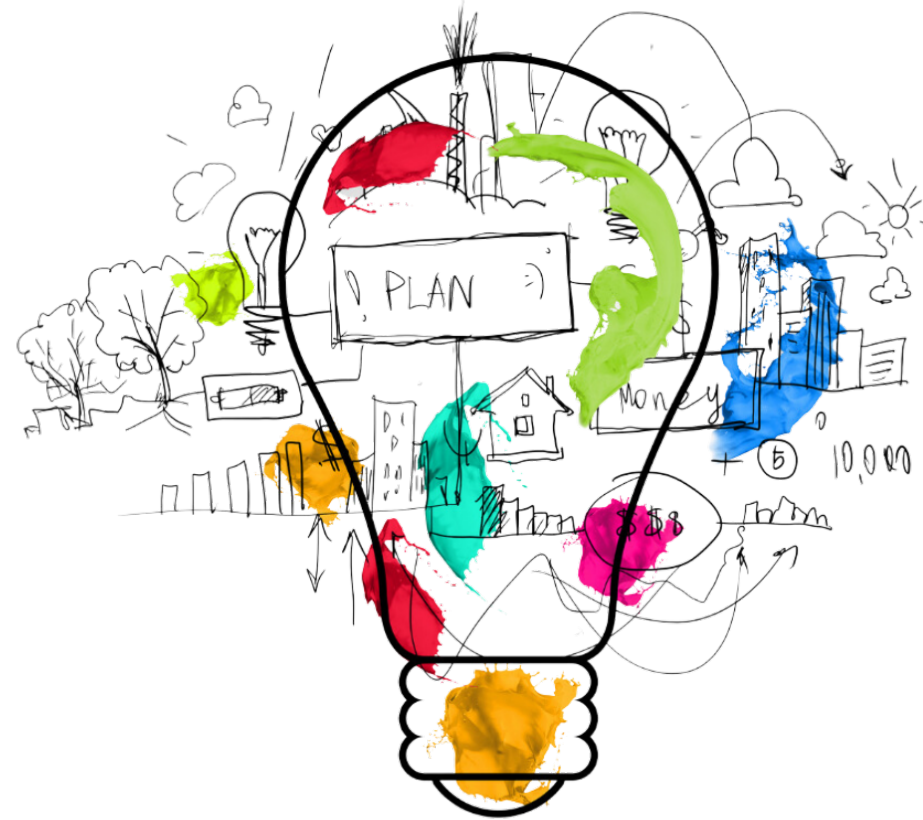
Lower Priority
Score

Dependent on
Third Party

Dependent
on
Completion
of Other
Projects

A summary of unfunded projects can be found in Attachment 3 accompanying the presentation.

Software Implementation and Project Prioritization Review



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Project Management Software Update

- Project Management Software was procured in 2024 to support the City's project management program, including the development and maintenance of capital detail sheets.
- The new format for the Capital Detail Sheets were piloted for 2030 engineering, facility and strategic initiatives projects for the 2026-2030 multi-year capital plan.
- The software will be utilized by all other departments moving forward.
- The software will improve consistency, data verification, prioritization scoring, and create summary sheets and will save significant staff time and reduce opportunities for errors.

Capital Detail Sheet Scoring Review

1. **People (10%)** – How many people will be directly impacted by the project
2. **H&S (13%)** – What is the impact on staff or public if the project does not proceed
3. **Legislation (15%)** – Is the project required for compliance
4. **Asset Management (10%)** – What is the probability of failure and the consequence of failure of the asset
5. **Operational Performance (20%)** – What will be the impact on the performance of the asset and what is the impact on ongoing costs

Capital Detail Sheet Scoring Review

6. **Financing (12.5%)** – Is there funding available that does not rely on taxation or user rates.
7. **Socio-economic (2.5%)** – How does the project support diversity and inclusion
8. **Environment (3%)** – Does the project address needs impacted by climate change
9. **Aesthetic Value (2%)** – Does the project improve a failing aesthetic
10. **Strategic Plan (10%)** – Does the project meet a key result of the corporate strategic plan
11. **Public input (2%)** – Has the project been addressed through formal or informal public engagement?

Projects for Discussion



Multi-Year Capital Plan Next Steps

