

Stormwater Separation Program

160.4

Priority Score: **54.40**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 50
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:	2025	2026	2027 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 30,000	\$ 25,000	\$ 55,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 30,000	\$ 25,000	\$ 55,000

Description and Rationale:
 Inflow and infiltration reduction works (aka stormwater separation) are undertaken with the funds set aside for this program and can include separation of stormwater catchbasins, public or private, which contribute to the extraneous flows, roof leader and sump pump diversion, and other works selected on a priority basis to reduce inflow and infiltration.

Costs Incurred to 2024 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 110,000

Schedule:
 Construction Start Date: 06/01/2025
 Substantial Completion or purchase date: 12/31/2028

Funding Sources:
 Waste Water Rates \$ 110,000
 Please Select
 Please Select
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 Please Select
 Capital Reserve \$ 0

Attach Images: 160.4.JPG

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Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	3	This would affect the local serviced area
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Combined Sewer Overflows are a consequence of stormwater connections
Legislation	Is the project required for legislative/regulatory compliance?	3	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This is an ongoing program in the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Combined Sewer Overflows are a result of stormwater connections, but also very high flows in the system can result in surcharging of the system which results in sewer backups during very high-flow events.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No
Environment	Does the project address needs impacted by climate change?	4	Wet weather flows are now more frequent; this is a very relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	N/A
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	None
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Trunk Main and Valve Chamber Maintenance

21N.10

Priority Score: **56.30**

Project Type: Rehabilitation

Growth Related?: No

Estimated Useful Life (years): 50

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:	2025	2026	2027 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 100,000	\$ 100,000	\$ 200,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 100,000	\$ 100,000	\$ 200,000

Costs Incurred to 2024 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 400,000

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or purchase date: 12/01/2028

Funding Sources:

Water Rates	\$ 400,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

Several of the larger diameter watermains in the City's water system serve the purpose of "trunk" watermains (analogous to a tree trunk). These supply water to the grid of smaller diameter watermains, and consequently are key parts of the system. The valves on those watermains (Which are high pressure concrete mains) are located in chambers, and are not direct-buried. There are 8 such chambers on the Municipal Trunk Main, mostly 24" from 1970, and there are 14 such chambers on the Industrial Trunk Main, mostly 18" and 24", ranging in age from the late 1960's, to about 1990.

There are also 22 valve chambers which contain complex control valves (11) and check valves (11) which are key parts of the system, controlling water flow between pressure zones.

The rehabilitation of these valves usually involves the replacement of valves or valve components, or on occasion an entire valve if required. Rehabilitation of the actual chamber is not necessarily required. Often following the work, to clean the structure and component and replace corroded or broken parts, corrosion protection coatings and wraps to the pipe and fittings are applied within the chamber; labour by City forces. Full replacement of even one large diameter valve can cost a substantial portion of the allocated budget. Often this work is done in conjunction with, and in support of, other work (ie 10th St Bridge, and the Kenny Drain pond).



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Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	Failures of trunk mains can be catastrophic and even cause backflow events
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Failures of trunk watermain valves can also impact fire flows.
Legislation	Is the project required for legislative/regulatory compliance?	3	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The trunk watermain valves are priority assets
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	If trunk watermain valves do not hold, they can have serious effects as was seen during the 10th St Bridge Project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The property owner ultimately must maintain the device after installation and this cost is, therefore, born by them.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Not significant aesthetic impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	1	Watermain projects of this nature are not

Collection System Capital Reinvestment

210.1

Priority Score: **61.60**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 50
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:	2025	2026	2027 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 350,000	\$ 350,000	\$ 700,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 350,000	\$ 350,000	\$ 700,000

Description and Rationale:

This project is to continue with the rehabilitation of the sanitary sewer infrastructure with a focus on sanitary sewers, as well as manhole rehabilitation. This rehabilitation will be conducted through “cured in place pipe” (CIPP) technology.

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 1,400,000

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

Waste Water Rates \$ 1,400,000
 Please Select
 Please Select
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 Please Select
 Capital Reserve \$ 0

Attach Images:

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Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	This would typically affect people in the project area which is usually one block at a time. But the program is City-wide
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Sewer bypasses from collapsed sewer have resulted.
Legislation	Is the project required for legislative/regulatory compliance?	3	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This has been identified in the 10 year plan, as part of a multi-year program.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Sewer backups consume considerable public sector and private sector resources.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No
Environment	Does the project address needs impacted by climate change?	3	Wet weather flows are now more frequent; this is a somewhat relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	N/A
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	None
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

6th Ave W - 2100 Block - Culvert 9C Replacement

21P.5

Priority Score: 63.00

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	80

Priority Level:	High
Department:	Public Works and Engineering
Staff Contact:	Chris Webb

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering	\$ 10,000		
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	\$ 10,000	\$ 0	\$ 0

Description and Rationale:

This box culvert under 6th Avenue West has reached the end of its useful service life. The culvert has a very low Bridge Condition Index (BCI) rating of 8 (scale is 0 to 100) with critical structural elements having failed. A reduced load rating has been imposed due to its condition.

While the culvert is under a road with very low traffic counts (near the terminus of the 6th Avenue West road), heavy City and emergency services vehicles, such as snow removal equipment and fire pumper trucks, are not permitted to cross or park on the structure. Alternate service delivery arrangements have been made in the interim until the reduced load rating can be eliminated

The replacement of this culvert was included with the reconstruction of 6th Avenue West from 21st St W to the northern road terminus but the advanced state of culvert deterioration has resulted in a more urgent need for the culvert to be replaced presently while the remainder of the project may be deferred to a future year (beyond 5 years). Storm water peak flows have been controlled effectively by an upstream SWM pond in Georgian Bluffs resulting in significantly less flooding in the area.

Costs Incurred to 2024 Year End \$ 890,000

Impact on Operating Budget	\$ 0	\$ 0
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Total Project Budget: \$ 900,000

Schedule:

Construction Start Date:	02/05/2023
Substantial Completion or purchase date:	12/31/2025

Funding Sources:

Tax Levy	\$ 10,000
Please Select	
Please Select	
Please Select	
Please Select	



Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	This project will impact a small number of residents
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	This culvert is critically deficient and currently has a reduced load rating due to its poor condition. Heavy vehicles are not permitted to cross.
Legislation	Is the project required for legislative/regulatory compliance?	4	The City has minimum maintenance standards it is required to meet. Structure is critically deficient. It must be replaced (closing/removal not practical).
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	Culvert replacement is identified in our Asset Management Plan. This project has a high probability of complete 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	Impact and risks to deliver City services is a possibility if this project does not proceed. Higher maintenance costs are required due to the culvert's condition. Financial savings will be achieved once project is completed (special arrangements not required).
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Tax, water and wastewater funded.
Environment	Does the project address needs impacted by climate change?	3	The culvert is undersized and this may cause increased flooding. The project will prevent further detriment due to climate change.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	This project will maintain an existing public space.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	This project does not help meet a key result in the strategic plan.
Public Input	Has the project been identified through public engagement?	3	This project has been identified through unsolicited feedback and a public consultation process.

Cross Connection Control Program

22N.1

Priority Score: **65.30**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 50
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:	2025	2026	2027 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 250,000	\$ 20,000	\$ 40,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 250,000	\$ 20,000	\$ 40,000

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 310,000

Schedule:
 Construction Start Date: 02/01/2023
 Substantial Completion or purchase date: 12/31/2025

Funding Sources:

Water Rates	\$ 310,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:
 Cross Connection Control Programs have been initiated in many communities in order to ensure that all Commercial, Institutional, and Industrial facilities meet the current backflow preventer requirements for the current Building Code, to prevent backflow and contamination of the City water system. The site surveys of 500 Industrial, Commercial, and Institutional sites indicated a substantial level of effort is required to achieve compliance. In early 2022, the final by-law was passed, the Backflow Prevention Coordinator was hired, and work has begun. Older City-owned facilities are a priority, as well as higher-risk connections at Industrial, Commercial, and Institutional locations.

Attach Images: 22N.1.JPG

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Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	A significant number of locations (500) will be affected directly, and the program affects the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	The City has had two significant backflow events in the past, and this greatly affected businesses and residences in the industrial zone and large portions of the west side of the City.
Legislation	Is the project required for legislative/regulatory compliance?	5	This is required by the building code and the City's Backflow Prevention Bylaw
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	Backflow preventers had not been previously identified on the plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure to do this could result in costly impacts in the event of future backflow events
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The property owner ultimately must maintain the device after installation and this cost is therefore born by them.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Not significant aesthetic impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	2	Not directly, however, there has been considerable media and Public communication to that end

Cathodic Protection Rehab

22N.2

Priority Score: **66.10**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 30
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:	2025	2026	2027 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 275,000	\$ 310,000	\$ 570,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 275,000	\$ 310,000	\$ 570,000

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 1,155,000

Schedule:
 Construction Start Date: 07/01/2023
 Substantial Completion or purchase date: 08/01/2026

Funding Sources:

Water Rates	\$ 1,155,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:
 Replacement of Cathodic Protection on large diameter critical ductile iron trunk water mains. This slows/eliminates corrosion via an electrochemical process whereby the anode decays instead of the main. However, the anodes were all installed in the early 1990's and are now at the end of their useful life, as determined by a cathodic protection survey undertaken in 2013 which measured the remaining electrochemical protection. In some cases the trunk main can be cathodically protected without disturbing asphalt but in many cases some limited asphalt disturbance will be required.

The City continues to follow the multi year program to protect water mains as laid out in 2013.

Attach Images: 22N.2.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	Watermain failures can affect a significant area
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Watermain breaks can damage property and result in poor water quality
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	The intent is to extend the useful life of water infrastructure
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Failure to do this could result in vastly increased watermain breaks as older watermain rots in place
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Water Rates
Environment	Does the project address needs impacted by climate change?	3	Watermain breaks can affect environment : chlorinated water in receiving water
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Not significant aesthetic impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	1	Watermain Projects generally are not.

Watermain Capital Reinvestment in Support of Paving

22N.5

Priority Score: 61.70

Project Type: Rehabilitation

Growth Related?: No

Estimated Useful Life (years): 100

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:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 50,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 50,000	\$ 0	\$ 0

Description and Rationale:

During the paving program it is desirable to replace some sections of poor-condition valves, hydrants, and watermain in the paving area, to reduce the probability of having to excavate the new asphalt in the future to repair a watermain break.

This is especially important for older, shallower watermains which can be damaged during the paving compaction process. Galvanized main is especially prone.

Costs Incurred to 2024 Year End \$ 100,000

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

Total Project Budget: \$ 150,000

Schedule:

Construction Start Date: 07/01/2025

Substantial Completion or purchase date: 12/31/2025

Funding Sources:

Water Rates \$ 150,000

Please Select

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Capital Reserve \$ 0

Attach Images:

22N.5.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	Typically just the area of a break, but excavating new asphalt is always best avoided.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Watermain breaks carry some risk of Adverse Conditions, though this risk is mitigated by good procedures.
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act (specifically Adverse Condition provisions of the regulation)
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	Locations are older main identified as such in the plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Would avoid watermain breaks in newly paved areas
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Water Rates
Environment	Does the project address needs impacted by climate change?	1	No significant Environmental Impact
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	0	None

Replacement of Flocculation System

22N.12

Priority Score: **65.90**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 50
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: Water Treatment Plant

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 30,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 30,000	\$ 0	\$ 0

Description and Rationale:

The flocculation system is a treatment process, ahead of the filters, where coagulation chemical is mixed to pre-treat the water in such a way to allow the filters to remove particulate. It is a critical part of the process, and a flocculation failure requires the associated filter to be taken offline to prevent a formal Adverse condition.

The flocculation equipment (motors and mechanical components) has been operated for four decades, and are due for replacement. This is a multi-year program to replace aging infrastructure critical to the proper operation of the filtration process.

Costs Incurred to 2024 Year End \$ 630,000

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

Total Project Budget: \$ 660,000

Schedule:

Construction Start Date: 07/01/2023

Substantial Completion or purchase date: 07/30/2025

Funding Sources:

Water Rates \$ 660,000
 Please Select
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 Capital Reserve \$ 0

Attach Images: 22N.12.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	This can affect the water 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	A flocculation failure can require the associated filter to be taken offline to prevent a formal Adverse condition.
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act (specifically Adverse Condition provisions of the regulation)
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These have been identified on the 10 year plan for some time.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	A failure of a flocculator can cause that filter to be off line during high flows. This would decrease capacity by 25%, which would be a concern if concurrent with a wet-weather event.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Water Rates
Environment	Does the project address needs impacted by climate change?	3	A link to poor raw water quality in wet weather events.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Clarifier Mechanical Maintenance

220.1

Priority Score: **60.00**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 15
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:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 50,000		\$ 50,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 50,000	\$ 0	\$ 50,000

Description and Rationale:
 Clarifier Mechanical Maintenance is required on an as-needed basis as wear and tear on the components progresses, but typically significant work is required every 3 to 5 years.

Costs Incurred to 2025 Year End \$ 50,000

Impact on Operating Budget \$ 0

Total Project Budget: \$ 150,000

Schedule:
 Construction Start Date: 05/01/2026
 Substantial Completion or purchase date: 09/30/2028

Funding Sources:

Waste Water Rates	\$ 150,000
Please Select	
Please Select	
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Please Select	
Capital Reserve	\$ 0

Attach Images: 220.1.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	This can affect the wastewater treatment train which affects the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	This poses a risk to proper sewage treatment.
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This has been identified in the 10 year plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	A failure of a clarifier would decrease capacity by 25%, for an extended time while repairs are completed, which would be a concern if concurrent with high flows.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding. Funded through wastewater rates.
Environment	Does the project address needs impacted by climate change?	3	Wet weather flows are now more frequent.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not visible).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Process Mechanical (2026)

220.3

Priority Score: **66.00**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 15
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:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 220,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 220,000	\$ 0	\$ 0

Description and Rationale:

The BAF process requires 2 small and 1 large primary effluent pump to run at high flows. Therefore when a small pump is out of service for repairs, all the required flow cannot be pumped through the BAF and a plant "Bypass" will occur blending treated effluent with primary effluent, thus not meeting our ECA requirements. To remain compliant in this situation a spare small primary effluent pump would need to be purchased to be used when one is being repaired.

The plant has 2 boilers to heat the buildings and the primary digester. One boiler burns the methane gas retrieved from the primary digester. Methane is corrosive in comparison to natural gas which in turn requires more maintenance for boilers such as fire tube replacement.

There are hundreds of valves, actuators, solenoids, and safety devices such as pressure relief and bio-gas thermal valves at the plant. Although these are maintained through the maintenance program, they are wearing items that must be rebuilt and replaced as required.

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 220,000

Schedule:

Construction Start Date: 04/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Waste Water Rates \$ 220,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Attach Images:

mech boilers.jpg; Mech BAF Pumps.jpg;
 mech air valves.jpg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	This can affect the wastewater treatment train which affects the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Components to be replaced include very significant pressure relief valves on the Digester. Failure could pose a significant risk.
Legislation	Is the project required for legislative/regulatory compliance?	5	Technical Standards and Safety Act (TSSA).
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This has been identified in the 10 year plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure of a portion of the biogas system could result in an unsafe condition, or improper operation of the boiler system and digester failure. Air valve failure can result in failure to aerate the cell(s) which could result in secondary process failure.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding. Funded through wastewater rates.
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not an overly relevant factor for this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not visible).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Intermediate Bar Screens

220.4

Priority Score: **58.40**

Project Type: New Asset

Growth Related?: No

Estimated Useful Life (years): 25

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:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 900,000	\$ 0	
Materials			
Equipment/Misc			
Contingency			
Total	\$ 900,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End \$ 900,000

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

Total Project Budget: \$ 1,800,000

Schedule:

Construction Start Date: 09/01/2024

Substantial Completion or purchase date: 12/31/2025

Funding Sources:

Waste Water Rates \$ 1,800,000

Please Select

Please Select

Please Select

Please Select

Capital Reserve \$ 0

Description and Rationale:

The existing Bar Screens at the Wastewater Treatment Plant provide pre-treatment removal of coarse materials before grit removal and clarification. Materials removed include rags, sticks, and other debris, which would damage downstream components if not removed. The biosolids removed in the clarifiers are pumped to the digester for further treatment, and then to storage tanks. However, because initial screening does not remove 100% of the coarse material, over time, rags and other items build up in the digester and storage tanks and need to be removed in a cleanout, which is an expensive process; \$150,000 + for a storage tank and \$300,000 + for the digester.

In 2021 the digester cleanout which was undertaken confirmed that excess materials are passing through the screening process, affecting the digestion process, and impacting cleanout costs

- New Intermediate fine screening equipment, located between the grit building and the clarifiers, would mitigate the following risks:
- a-The decreased frequency of digester and storage tank cleanouts, which has an estimable monetary effect.
 - b-The impacts the trash has had on our mechanical equipment, like pumps, drive sprockets, motors, drive chain, etc.
 - c-The staff time required to deal with breakdowns in b above.
 - d-The risk of digester failure due to trash content preventing recirculation (which had almost happened on previous occasions)
 - e-The risk of rejection by one or more farmers, of our material.
 - f-Rejection of material by Lystech, who receives our material during a cleanout,
 - g-The risk to our BAF media, which would cost approximately \$1M.

Attach Images: 220.4.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	This can affect the wastewater treatment train which affects the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Failure of the bar screen system can have a significant environmental and health and safety impact if treatment failures result
Legislation	Is the project required for legislative/regulatory compliance?	3	Ontario Water Resources Act, Nutrient Management Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure of the bar screen system poses a risk to both biological processes at the plant; digestion, and the BAF.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	N/A
Environment	Does the project address needs impacted by climate change?	3	Wet weather flows are now more frequent; this is a relevant factor for this project since higher flows carry a higher debris load
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	N/A
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	None
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

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:	2025	2026	2027
Studies			
In House Engineering	\$ 1,250	\$ 1,250	
Design or Engineering	\$ 2,500	\$ 2,500	
Communication / Signage			
Construction / Contractor	\$ 6,250	\$ 6,250	
Materials			
Equipment/Misc			
Contingency			
Total	\$ 10,000	\$ 10,000	\$ 0

Costs Incurred to 2023 Year End
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Impact on Operating Budget	\$ 0	\$ 0
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Total Project Budget: \$ 20,000
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Schedule:
Construction Start Date: 01/14/2025
Substantial Completion or purchase date: 10/27/2026

Funding Sources:	
Water Rates	\$ 20,000
Please Select	
Please Select	
Please Select	\$ 0
Please Select	\$ 0
Capital Reserve	\$ 0

Description and Rationale:

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 - 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:	2025	2026	2027
Studies			
In House Engineering	\$ 5,000	\$ 5,000	
Design or Engineering	\$ 35,000	\$ 35,000	
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	\$ 40,000	\$ 40,000	\$ 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.

Costs Incurred to 2024 Year End \$ 9,800,000

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 9,880,000

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



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.

25th St 'A' E Storm Sewer Upgrading-Diversion

22P.21

Priority Score: **36.00**

Project Type:	Enhancement
Growth Related?:	Partial
Estimated Useful Life (years):	50

Priority Level:	Moderate
Department:	Public Works and Engineering
Staff Contact:	Chris Webb

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering	\$ 2,000		
Design or Engineering	\$ 8,000		
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	\$ 10,000	\$ 0	\$ 0

Description and Rationale:

This project involves retaining a consulting engineer to review and analyse the 25th St E to 27th St E storm catchment area and to develop a design to redirect storm water and relieve the storm sewers in the area that are subject to surcharging and may be causing basement flooding due to storm backwater.

Construction will be completed in 2024.

Costs Incurred to 2024 Year End

Impact on Operating Budget	\$ 0	\$ 0
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Total Project Budget: \$ 10,000

Schedule:

Construction Start Date:	06/01/2024
Substantial Completion or purchase date:	12/31/2025

Funding Sources:

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



Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	This project will affect approximately 150 residential homes or approximately 400 persons.
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 risks to health and safety are anticipated if this project does not proceed due to flooding
Legislation	Is the project required for legislative/regulatory compliance?	3	This project has some legislative requirements to proceed due to the city to manage storm water
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This project would enhance a current asset
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Local operational performance improvements will be realized if this project proceeds due to improved storm infrastructure capacity thus, reducing staff time to review damages and issues after a major storm event.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No eligible funding is anticipated
Environment	Does the project address needs impacted by climate change?	4	This project will make the area more resistant to climate change.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project would maintain an existing public space
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	This project is not identified in the strategic plan
Public Input	Has the project been identified through public engagement?	4	This project has been identified through public consultation from multiple complaints and a petition.

Kiwanis Soccer Complex - Tile Drainage

23D.45

Priority Score: **50.30**

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

Priority Level: High
Department: Community Services
Staff Contact: Manager of Parks and Open Space
Location/Coordinates: Eckhard Pastrik

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 20,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 20,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 20,000

Schedule:
 Construction Start Date: 09/08/2025
 Substantial Completion or purchase date: 09/30/2025

Funding Sources:

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

Description and Rationale:
 Owen Sound Minor Soccer and the City partnered on a drainage study for the Kiwanis Soccer Complex in 2017 and 2018. The study by GSS Engineering identified several projects to be phased in over the short and medium terms. Field 4 was started as Project 1 in the Fall of 2018 and completed in 2019. Main Field was completed in 2021.

This capital will be used to install slit drainage on the next priority field in consultation with OSMSA. As per the agreement to operate the Kiwanis Soccer Complex, Owen Sound Minor Soccer and the City of Owen Sound fund 50% each for all capital projects at this facility. This capital represents the City's 50% contribution to drainage Project 3. Improved drainage on the playing fields will allow OSMSA to use the fields safely earlier in any given season, and will return to good playing condition more quickly after heavy rainfall during the season. Completion of this work will be done by contractors.

Total cost \$60,000 (\$20,000 in 2023, \$20,000 in 2024 and \$20,000 in 2025)

City Cost - \$10,000 in 2023, \$10,000 in 2024 and \$10,000 in 2025

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
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Multiple injuries may result.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	Enhancement to an existing asset
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Both Staff time and cost savings will be achieved as result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	Confirmed partnership (or grant) funding >50%
Environment	Does the project address needs impacted by climate change?	3	The project will slightly improve the natural environment or prevent further detriment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Maintains an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project work is underground and has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	2	Project is identified as a strategic priority outside of the Strategic Plan
Public Input	Has the project been identified through public engagement?	2	Has been mentioned in feedback through public engagements

Bayshore Window and Door Replacement

23H.3

Priority Score: **43.20**

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

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

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	\$ 30,000	\$ 30,000	
Equipment/Misc			
Contingency			
Total	\$ 30,000	\$ 30,000	\$ 0

Costs Incurred to 2025 Year End \$ 90,000

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

Total Project Budget: \$ 150,000

Schedule:
 Construction Start Date: 01/01/2026
 Substantial Completion or purchase date: 12/31/2027

Funding Sources:

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

Description and Rationale:
 The Harry Lumley Bayshore Community Centre was constructed in 1983. Renovations were completed in 2003 and 2007. Some exterior doors and windows are original from the 1983 construction. Two sets of exterior doors have been replaced in previous years. 2026 is year three of a four year replacement program. The exterior doors and windows are in poor condition, compromising the security of the building and does not provide an efficient building envelope. Upgrading accessible components will be included.

Attach Images: 23H.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?	4	Thousands of people use the facility annually.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Multiple injuries may result.
Legislation	Is the project required for legislative/regulatory compliance?	3	Project will move organization closer to meeting legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Moderate probability of failure; low consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	Little of no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	New windows and doors will improve the look of the facility.
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.

OSPS Exterior Masonry Repairs or Solution

23J.4

Priority Score: 37.00

Project Type: Maintenance
Growth Related?: No
Estimated Useful Life (years): 30

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	\$ 50,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 50,000	\$ 0	\$ 0

Description and Rationale:
 The Owen Sound Police Services building was originally built in the 1970s and functioned for many years as an office building prior to being purchased by the City and converted to a Police Station. The last major renovations were conducted in 2007 and 2008 including significant work within the facility, mechanical upgrades and additions. The 2022 Facility Audit will be completed in early 2023. A recommendation from the audit will be a suitable solution for the failing masonry on the exterior of the building.

Costs Incurred to 2021 Year End \$100,000

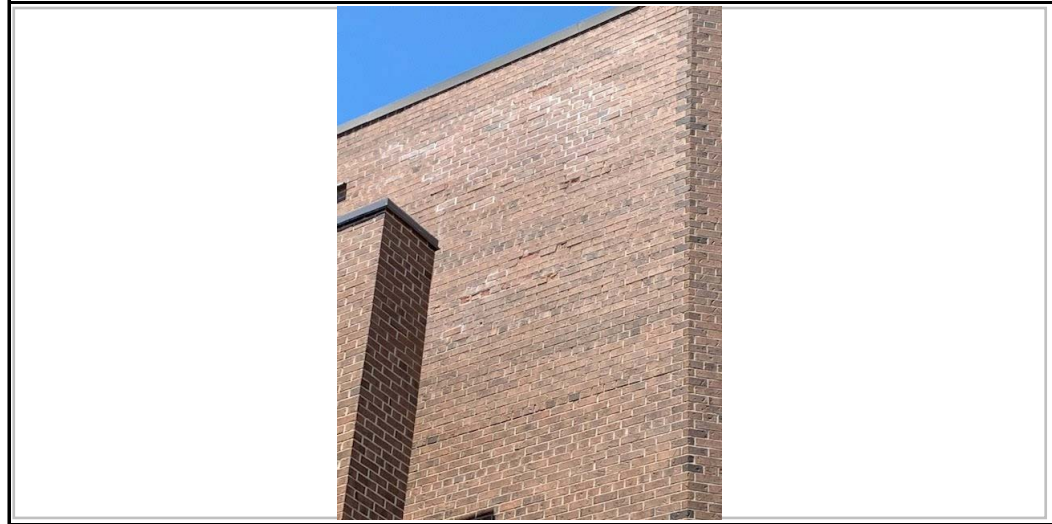
Impact on Operating Budget \$ 0 \$ 0

Total Project Budget: \$ 50,000

Schedule:
 Construction Start Date: 01/01/2025
 Substantial Completion or purchase date: 12/31/2025

Funding Sources:

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



OSPS Exterior Masonry Repairs or Solution

23J.4

Priority Score: 37.00

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	> 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?	1	Minor injuries not requiring medical attention may result
Legislation	Is the project required for legislative/regulatory compliance?	3	Failing exterior brick are not compliant with the City's Property Standards bylaw.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	High probability of failure; moderate consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational performance will be achieved by resolving the issue and safety factors associated with the failing brick.
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?	0	Project will have no direct impact on public users.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	1	Has been mentioned in unsolicited feedback.

OSPS Overhead Door Replacement 23J.5

Priority Score: 33.20

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

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Bradey Carbert
Location/Coordinates: Owen Sound Police Station

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 10,000		\$ 10,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 10,000	\$ 0	\$ 10,000

Description and Rationale:

The Owen Sound Police Services building was originally built in the 1970s and functioned for many years as an office building prior to being purchased by the City and converted to a Police Station. The last major renovations were conducted in 2007 and 2008 including significant work within the facility, mechanical upgrades and additions. There are three overhead doors located in the garage of the OSPS building. The installation date of the doors is unknown. Regular maintenance and repairs have occurred for the doors. The capital forecast indicates that a door will be replaced every two years.

Costs Incurred to 2024 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 20,000

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

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

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.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	High probability of failure; moderate consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved through the replacement of the existing door with a more heavy duty installation.
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?	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 provides no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

OSPS Window and Door Replacement

23J.8

Priority Score: **25.60**

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			
Materials	\$ 75,000		
Equipment/Misc			
Contingency			
Total	\$ 75,000	\$ 0	\$ 0

Description and Rationale:
 The Owen Sound Police Services building was originally built in the 1970s and functioned for many years as an office building prior to being purchased by the City and converted to a Police Station. The last major renovations were conducted in 2007 and 2008 including significant work within the facility, mechanical upgrades and additions. This is year one of a five year replacement program. The exterior doors and windows are in poor condition, compromising the security of the building and does not provide an efficient building envelope. Upgrading accessible components will be included.

Costs Incurred to 2023 Year End \$ 25,000

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

Total Project Budget: \$ 100,000

Schedule:
 Construction Start Date: 01/01/2025
 Substantial Completion or purchase date: 12/31/2025

Funding Sources:

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



OSPS Window and Door Replacement

23J.8

Priority Score: **25.60**

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	> 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?	1	Minor injuries not requiring medical attention may occur from not maintaining adequate climate control.
Legislation	Is the project required for legislative/regulatory compliance?	1	The continued deterioration of the windows and door frames will result in the City not meeting the requirements of the Property Standards bylaw.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Moderate probability of failure; low consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Maintains an existing public space.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not be identified by the public.

Watermain Capital Reinvestment in Support of County 2nd Ave

23N.2

Priority Score: 57.50

Project Type: Rehabilitation

Growth Related?: No

Estimated Useful Life (years): 100

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: 2nd Ave E (Grey County Road 5)

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 800,000	\$ 10,000	\$ 0
Materials			
Equipment/Misc			
Contingency			
Total	\$ 800,000	\$ 10,000	\$ 0

Costs Incurred to 2024 Year End \$ 80,000

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

Total Project Budget: \$ 890,000

Schedule:

Construction Start Date: 07/01/2023

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates	\$ 890,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

In 2025 it is proposed to replace the watermain on 2nd Ave East (Grey Road 5) in conjunction with road reconstruction planned by the county.

Recall that in the winter of 2014/2015 a short portion of pipe (80m) was replaced on this section since it had frozen. It is intended to preserve this section but that is a small portion of the total 505m.

Attach Images: 23N.2.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	Typically just the area of a break, but excavating new asphalt is always best avoided. This is a significant trunk main.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Watermain breaks carry some risk of Adverse Conditions, though this risk is mitigated by good procedures.
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act (specifically Adverse Condition provisions of the regulation)
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	Locations are older main identified as such in the plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Would avoid watermain breaks in newly paved areas, and coordinate resources properly with County.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Water Rates
Environment	Does the project address needs impacted by climate change?	1	No significant Environmental Impact
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	1	None

Water Distribution System New Valve Chambers

23N.4

Priority Score: 62.90

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: Manager of Public Works
 Location/Coordinates: 9th Ave E South of 32nd St E, 20th A

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 250,000		\$ 0
Materials			
Equipment/Misc			
Contingency			
Total	\$ 250,000	\$ 0	\$ 0

Costs Incurred to 2025 Year End \$ 500,000

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

Total Project Budget: \$ 750,000

Schedule:
 Construction Start Date: 01/01/2023
 Substantial Completion or purchase date: 11/30/2026

Funding Sources:
 Water Rates \$ 750,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Description and Rationale:
 Between the various Pressure Zones of the City's water distribution system, there are interconnecting valve chambers.

There are two potential valve chamber locations which are to be coordinated with new development of adjacent lands. At this time it is difficult to be sure of timing of the new development, but it considered most likely that two of these locations will be required in the short to medium term (ie, within 5 years) and a good probability that one will be required in 2025.

The locations are (1) 9th Ave East South of 32nd St East by the Soccer Complex, (2) 20th Ave East South of 16th St East, East of Home Depot

Attach Images: [23N.4.JPG](#)

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	4	Proper Operation of the Valve Chambers affects the entire pressure zone
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Failure to feed between zones can lead to low pressure and backflow events and reduced fire flow
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act (specifically Adverse Condition provisions of the regulation)
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	N/A : New Assets to be coordinated with development
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Interconnecting valve chambers improve fire flows, as well as system circulation which improves chlorine residuals
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Possible Contributions from Development Charges
Environment	Does the project address needs impacted by climate change?	1	No significant Environmental Impact
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	0	None

Water Distribution System SCADA 23N.5

Priority Score: **68.80**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 50
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: Water Distribution System

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 170,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 170,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End \$ 30,000

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

Total Project Budget: \$ 200,000

Schedule:
 Construction Start Date: 01/01/2024
 Substantial Completion or purchase date: 04/30/2025

Funding Sources:
 Water Rates \$ 200,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Description and Rationale:

The City of Owen Sound, due to its topography, has a relatively complex Water Distribution with six (6) pressure zones, two (2) booster pumping stations, and many interconnecting control valve chambers between the zones.

The system pressures, flows, and chlorine residuals are monitored at three (3) locations only; the Water Treatment Plant, the East Hill Booster Pumping Station, and the Beattie St Booster Station.

Consequently, when adverse events (low chlorine residuals, low pressures, watermain breaks etc) occur, it can be very difficult to know the extent and nature of the impact, and (for instance) to know exactly where a watermain break is located. Additional points of monitoring would permit better control and prevention of adverse situations.

This program can help identify leakage locations, to guide projects to reduce leakage

The intention is to retain a consultant to work with a system integrator and the City's Water and IT departments to specify monitoring equipment and locations, and to work with City staff to install them.

Attach Images: 23N.5.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	Issues with the distribution system can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Increasing the level of operational monitoring of the distribution system will permit rapid intervention and help prevent adverse scenarios.
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act (specifically Adverse Condition provisions of the regulation)
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These have been identified on the 10 year plan for some time.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Increasing the level of operational monitoring of the distribution system will greatly improve troubleshooting of watermain breaks and other adverse events.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No
Environment	Does the project address needs impacted by climate change?	1	No significant Environmental Impact
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	1	None

Process Electrical (2026)

230.1

Priority Score: **73.90**

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

Priority Level: Very High
Department: Public Works and Engineering
Staff Contact: Manager of Public Works
Location/Coordinates: Wastewater Treatment Plant

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 45,000		
Contingency			
Total	\$ 45,000	\$ 0	\$ 0

Description and Rationale:

The service life of the BAF Blower VFD's will be near their end and replacements will need to be purchased and installed.

Other aging electrical equipment will need assessed and replaced, or spare parts purchased, as required.

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 45,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Waste Water Rates \$ 45,000

Please Select

Please Select

Please Select

Please Select

Capital Reserve \$ 0

Elect Blower VFDs.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?	5	BAF Blower failure would cause a failure of the WWTP secondary process and thereby affects the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	If process failure led to contamination of the Bay, this could be characterized as a public health and safety risk.
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The work is identified on the 10-year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	The blower and BAF cell aeration system is necessary for secondary plant performance.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Reserves
Environment	Does the project address needs impacted by climate change?	2	Necessary work is required to ensure uninterrupted wastewater treatment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

WWTP Site Building HVAC and Roof Repairs

230.3

Priority Score: **56.90**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 50
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:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 20,000	\$ 40,000	\$ 10,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 20,000	\$ 40,000	\$ 10,000

Description and Rationale:

In 2020 a facility asset assessment for building-related items was undertaken by the Facilities Manager, and included an assessment of the roofs at the Wastewater Treatment Plant.

It was identified that the locations with the greatest roofing needs were the gas room roof, and the old bar screen building roof, shown on the attached pictures. As part of a rehabilitation schedule, it was proposed to undertake that work in 2024.

Costs Incurred to 2024 Year End \$ 105,000

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

Total Project Budget: \$ 175,000

Schedule:

Construction Start Date: 05/31/2025

Substantial Completion or purchase date: 09/01/2027

Funding Sources:

Waste Water Rates \$ 175,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Attach Images: 230.3.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?	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?	4	A roof leak could create a health and safety risk to staff, especially if electrical equipment were affected
Legislation	Is the project required for legislative/regulatory compliance?	3	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This is 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.	3	Roof leakage can damage equipment and disrupt operations
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Wastewater Rates
Environment	Does the project address needs impacted by climate change?	2	Increased rainfall
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Existing roofs aesthetically displeasing but relatively minor issue here.
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

CLI Approval Requirements

230.6

Priority Score: **52.00**

Project Type: Rehabilitation

Growth Related?: No

Estimated Useful Life (years): 50

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: N/A

Cash Flow Projection:	2025	2026	2027
Studies	\$ 20,000		\$ 40,000
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	\$ 20,000	\$ 0	\$ 40,000

Costs Incurred to 2024 Year End \$ 0

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

Total Project Budget: \$ 60,000

Schedule:

Construction Start Date: 06/01/2025

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Waste Water Rates \$ 60,000

Please Select

Please Select

Please Select

Please Select

Capital Reserve \$ 0

Description and Rationale:

In December 2022 the Ministry of Environment issued the City its first Consolidated Environmental Compliance Approval documents for both the Sanitary Sewage Collection System and the Storm Sewer system.

There are many implications for the system operations, maintenance, approvals, and capital planning. These were summarized in a report to the Operations Committee in March 2023.

With respect to the Sanitary requirements, there are various reports and studies required by the CLI-ECA at specific times in 2023, 2025, and 2027.

Attach Images: 230.6.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	The monitoring, reporting, maintenance, and capital requirements will affect the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	This is intended to enhance protection of the public health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	5	Environmental Protection Act. These are requirements of the CLI-ECA.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	This will require some assessments and possibly enhancements to current infrastructure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Regulatory requirement with operational impacts.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding. Funded through wastewater rates.
Environment	Does the project address needs impacted by climate change?	3	Relevant factor for this project since the CSO's can be associated with climate change.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not visible).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

8th Street East (RW-22 to RW-25) - 700 block - north side

23P.3

Priority Score: 25.40

Project Type: Replacement
 Growth Related?: No
 Estimated Useful Life (years): 50

Priority Level: Moderate
 Department: Public Works and Engineering
 Staff Contact: Chris Webb

Cash Flow Projection:	2025	2026	2027 +
Studies			
In House Engineering	\$ 2,000	\$ 2,000	
Design or Engineering	\$ 18,000	\$ 18,000	\$ 5,000
Communication / Signage			
Construction / Contractor		\$ 70,000	
Materials			
Equipment/Misc			
Contingency			
Total	\$ 20,000	\$ 90,000	\$ 5,000

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 115,000

Schedule:
 Construction Start Date: 03/30/2025
 Substantial Completion or purchase date: 11/30/2028

Funding Sources:
 Tax Levy \$ 115,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve

Description and Rationale:

This project involves replacing four existing low height concrete or concrete and stone retaining walls that are located on the City's road allowance and are in poor condition. One of these structures, fronting 754 8th Street East, is in very poor condition and has become unsightly. While a complete failure of these walls would not jeopardise any road or private property structures, their disintegration is creating potential hazards to those using the adjacent sidewalk.

There was some question as to whether these retaining walls were constructed and owned by the City. No Engineering records exist that would indicate when or by whom they were constructed. However, based on the consistent nature of their construction and 2016 as-built drawings for 8th Street Reconstruction that confirm some of these structures are in the City's road allowance, further investigation was undertaken. Clerks Division staff found no encroachment agreements in City records and a completed title search did not produce any documents to indicate private ownership. It was concluded that they are owned by the City.

Removal of some or all of these walls and regrading to a maintainable slope back to the property line or possibly onto private property and/or vegetating steeper slopes, where possible, will be investigated as a preferred alternative to replacing the retaining walls.

Attach Images: 8th St E Retaning Wall.PNG

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 will impact pedestrian traffic on 8th St E.
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, such as tripping hazards, may occur if the retaining walls continue to fail.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The state of the walls require rehabilitation.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	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 maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The removal or replacement of these unsightly retaining walls will improve the streetscape appearance.
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 retaining wall 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):	TBD
Future Replacement Cost:	TBD

Priority Level:	High
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Harrison Park

Cash Flow Projection:	2025	2026	2027
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 2024 Year End \$ 65,000

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

Total Project Budget: \$ 140,000

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or purchase date: 12/31/2025

Funding Sources:	
Tax Levy	\$ 140,000
Donations	
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.

Options for the type of walkway and the alignment would be explored. Options would be brought back for endorsement along with a detail breakdown of the technical and cost implications of the options. Options will need to take into consideration the sensitive watercourse environment of the site and the technical implications of constructing a walkway in or adjacent to a watercourse or wooded bank environment. The options would be costed and a preferred option determined based on an evaluation matrix. A tender package would be prepared for the preferred option and a contractor secured to construct.

This capital project will involve the hiring of an engineering consultant to:

1. Carry out exploratory work (geotechnical and structural),
2. Develop walkway options and create a evaluation matrix to establish a preferred option
3. Generate design drawings and tender documentation.
4. Tender the work and secure a contractor to construct the preferred walkway option.

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.

Harrison Park Hyd-a-Way Bins

24D.9

Priority Score: **44.20**

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

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Harrison Park

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	\$ 10,000		
Equipment/Misc			
Contingency			
Total	\$ 10,000	\$ 0	\$ 0

Description and Rationale:

Hyd-A-Way bins are placed strategically and are integral to the overall parks waste management program. The bins are designed to connect to the Parks and Open Space Garbage truck for hydraulic actuation when emptying the bin into the truck. The double bin at the Harrison Park Campground is beyond its service life and requires replacement.

Costs Incurred to 2024 Year End \$ 10,000

Impact on Operating Budget \$ 0

Total Project Budget: \$ 20,000

Schedule:

Construction Start Date: 04/15/2025

Substantial Completion or purchase date: 07/31/2025

Funding Sources:

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

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	Estimated 7800 campers per year will benefit from keeping a serviceable bin at the Campground
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. - deteriorated bins may cause hazards for staff emptying the bin via loss of hydraulic pressure under load and steel bottoms and sides of the bin failing under load
Legislation	Is the project required for legislative/regulatory compliance?	4	project is required to continue to be compliant
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	high probability of failure; moderate consequence
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations - this project is a direct replacement of an existing unit
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?	2	Maintains an existing public space- this is a direct replacement of an existing unit
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

Interpretive Plaque Refresh

24E.2

Priority Score: **40.70**

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

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Sabine Robart
Location/Coordinates:	Various locations around Owen Soun

Cash Flow Projection:	2025	2026	2027
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 2024 Year End \$ 50,000

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

Total Project Budget: \$ 100,000

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or purchase date: 12/31/2025

Funding Sources:	
Reserves	\$ 50,000
Grant	\$ 50,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

The City began an Interpretive Plaque storytelling program in 1998 with the installation of eight plaques along the City's Inner Harbour. Today, there are 50 Interpretive Plaques in the City, most of which were fabricated and installed prior to 2009. The plaques are in need of replacement and must be reviewed through the lens of accessibility, as well as equity, diversity and inclusion. With internal text review, design, and installation, Staff estimate each plaque will cost ~\$2,500 to fabricate. Staff have consulted with and plan to pursue two (2) interpretive signage grants from RTO7 in 2023 totaling an estimated \$50,000 in grant funding sources. The RTO7 fiscal year is from April - March, which means that 2 x \$25,000 grants may be possible in one City fiscal year. Refreshing all plaques comprehensively will allow for consistency across the City and a renewed asset, which will reduce maintenance burden over the next 15 years. The project supports the City's Official Plan and is recognized in the City's Wayfinding Signage Strategy.

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	While all City residents and visitors will have access to the plaques, not everyone will actively see them.
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 aged, damaged plaques present some risk to public safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	No requirement to have plaques meet AODA.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The plaques must be removed if not comprehensively updated, which is of consequence to the City's Heritage Program.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Annual maintenance after plaque refresh will be of little impact.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	RTO7 funding is available for a possible 50% interpretive signage grant.
Environment	Does the project address needs impacted by climate change?	2	Resulting beautification will encourage walking tourism and lifestyles.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	Prior to re-fabrication all plaques will be reviewed to ensure AODA compliance and cultural inclusion/sensitivity standards are met.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	Plaques are beginning to degrade due to age and weathering. The project will address the failing aesthetic value of the plaques and provide an improvement.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	This project supports the 'City Building' objective.
Public Input	Has the project been identified through public engagement?	3	We often receive public feedback on missing and damaged plaques.

Public Works Roof Top HVAC Unit (RTU)

24M.60

Priority Score: **31.60**

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	\$ 30,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 30,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End \$ 30,000

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

Total Project Budget: \$ 60,000

Schedule:
 Construction Start Date: 01/01/2025
 Substantial Completion or purchase date: 12/31/2025

Funding Sources:
 Tax Levy \$ 30,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Description and Rationale:

The Murray McDonald Public Works Building was constructed in 1990. Renovations were completed in 2010 and 2021. The Roof Top HVAC unit is past its service life and requires replacement. This unit is key to the building's Heating, Ventilation and Air Conditioning.

Attach Images: PW RTU.docx

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

Images



Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	<1000. Having said that this is a key facility for our PW and Mechanic shop operations.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Risk of health and safety concern low
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislation
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure with a low consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	If the RTU fails, Operational impacts would be significant, especially with winter control operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Grant funding may be available at the time of installation.
Environment	Does the project address needs impacted by climate change?	1	Little environmental impact
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	Low impact
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Little value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Maintaining the PW buildings is key to providing core services.
Public Input	Has the project been identified through public engagement?	0	None

Water Department Overhead Door Replacement

24M.61

Priority Score: 25.10

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

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	\$ 20,000	\$ 20,000	\$ 20,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 20,000	\$ 20,000	\$ 20,000

Costs Incurred to 2024 Year End \$ 20,000

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

Total Project Budget: \$ 80,000

Schedule:
 Construction Start Date: 01/01/2025
 Substantial Completion or purchase date: 12/31/2027

Funding Sources:	
Water Rates	\$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:
 The PW Water Department Overhead Shop Doors are at the end of service life and require replacement for energy and repair cost savings. These doors will be replaced over the following years, beginning with Door #1.

Attach Images:

Water Dept Doors.docx

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

Images



Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	<1000
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	1	no known legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and a low consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the. Doors that fail to operate cause operational slow downs. A door that won't open in an emergency could be costly.
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?	2	New higher R value doors will result in heating cost savings.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	Little socio economical factors.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	New doors will keep the asset maintained and have a better curb appeal.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Maintains a city asset
Public Input	Has the project been identified through public engagement?	0	No public input.

Facility Maintenance i/c Roof

24N.2

Priority Score: **50.60**

Project Type: Maintenance
Growth Related?: No
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: Water Treatment

Cash Flow Projection:	2025	2026	2027 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 90,000	\$ 65,000	\$ 150,000
Contingency			
Total	\$ 90,000	\$ 65,000	\$ 150,000

Description and Rationale:
 A roof needs study undertaken for the WTP and WWTP in 2020 outlined a roof replacement program going forward. In 2024 roof rehab is proposed at the WTP including the low lift building shown.
 The multi-year plan shown on the 10-year capital plan was derived from the above mentioned 2020 assessment

Costs Incurred to 2024 Year End \$ 15,000

Impact on Operating Budget \$ 0

Total Project Budget: \$ 320,000

Schedule:
 Construction Start Date: 01/01/2024
 Substantial Completion or purchase date: 12/31/2028

Funding Sources:
 Water Rates \$ 320,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

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 affects the water treatment for the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Roof failure could affect water quality and staff safety
Legislation	Is the project required for legislative/regulatory compliance?	3	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This is identified in the 10-year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Ultimately roof failure could cause leakage and damage to important treatment components; equipment and mechanical and electrical.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Not a direct link
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Not significant aesthetic impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A: Core Service
Public Input	Has the project been identified through public engagement?	1	None

Leak Detection Survey

24N.5

Priority Score: **70.80**

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

Priority Level: Very High
Department: Public Works and Engineering
Staff Contact: Manager of Public Works
Location/Coordinates: Water Distribution System

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 15,000		
Contingency			
Total	\$ 15,000	\$ 0	\$ 0

Description and Rationale:
 The City undertakes a leak detection survey of the water distribution system every 3 years.
 It has been established that the 3 year interval is optimal in terms of discovering new leaks in a timely manner.

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 15,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates \$ 15,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

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 entire City distribution system is surveyed
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Leaks left undetected can fail suddenly and could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	This program has been identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure of a major watermain could result in loss of service to a portion of the community
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Not relevant to this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Digester Bio-Solids Cleanout

240.3

Priority Score: **66.00**

Project Type: Maintenance
Growth Related?: No
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: Wastewater Treatment Plant

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 300,000		\$ 0
Contingency			
Total	\$ 300,000	\$ 0	\$ 0

Description and Rationale:

The digester, with a capacity of about 2000 cubic metres receives the biosolids from the clarifiers at the WWTP, and provides additional treatment, and produces biogas, prior to being stored on site in the two storage tanks, then land applied.

Approximately every five years deletrious materials in the digester must be cleaned out to allow for proper tank operation, especially the biosolids pumps and mixing system. Otherwise rags and other materials begin to clog those components, which could result in digester failure.

Currently such clogging events are accelerating in frequency.

Costs Incurred to 2024 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 300,000

Schedule:

Construction Start Date: 07/01/2025

Substantial Completion or purchase date: 08/31/2025

Funding Sources:

Waste Water Rates \$ 300,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

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 can affect the wastewater treatment train which affects the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Failure of the digester can have a significant environmental and health and safety impact.
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act, Nutrient Management Act.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This has been identified in the 10 year plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Failure of the digester can mean scheduling an emergency cleanout, at significant expense, and trucking all biosolids to Lystech for treatment while the digester is down, also a significant expense.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding. Funded through wastewater rates.
Environment	Does the project address needs impacted by climate change?	3	Wet weather flows are now more frequent; this is a relevant factor for this project since higher flows carry a higher debris load.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No opportunity for partnership or grant funding.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not visible).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

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:	2025	2026	2027 +
Studies			
In House Engineering	\$ 3,000	\$ 5,000	
Design or Engineering	\$ 80,000	\$ 90,000	
Communication / Signage			
Construction / Contractor		\$ 1,049,500	\$ 10,000
Materials			
Equipment/Misc			
Contingency		\$ 158,000	
Total	\$ 83,000	\$ 1,302,500	\$ 10,000

Costs Incurred to 2024 Year End \$ 14,000

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

Total Project Budget: \$ 1,409,500

Schedule:
Construction Start Date: 05/01/2025
Substantial Completion or purchase date: 11/30/2028

Funding Sources:	
Tax Levy	\$ 158,500
Grant	\$ 1,251,000
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	\$ 3,000		
Design or Engineering	\$ 67,000	\$ 50,000	\$ 20,000
Communication / Signage			
Construction / Contractor		\$ 450,000	
Materials			
Equipment/Misc			
Contingency		\$ 150,000	
Total	\$ 70,000	\$ 650,000	\$ 20,000

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 740,000

Schedule:
 Construction Start Date: 03/25/2025
 Substantial Completion or purchase date: 12/31/2026

Funding Sources:
 Tax Levy \$ 740,000
 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 a 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 an 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 \$450,000 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.

Brooke Basin A3 MP - Reach 3 - Easement and Channel Improvements

24P.21

Priority Score: 49.60

Project Type:	New Asset
Growth Related?:	Yes
Estimated Useful Life (years):	50
Future Replacement Cost:	\$968,971 (2075)

Priority Level:	High
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	Enter Location Info/Coordinates

Cash Flow Projection:	2026	2027	2028 +
Studies			
In House Engineering	\$ 3,000	\$ 5,000	
Design or Engineering	\$ 57,000	\$ 30,000	\$ 10,000
Communication / Signage			
Construction / Contractor		\$ 290,000	
Materials			
Equipment/Misc			
Contingency			
Total	\$ 60,000	\$ 325,000	\$ 10,000

Costs Incurred to 2024 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 395,000

Schedule:
Construction Start Date: 06/30/2026
Substantial Completion or purchase date: 12/30/2029

Funding Sources:	
Tax Levy	\$ 70,000
Reserves	\$ 325,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This project involves acquiring a City easement on private properties from 20th Street West to 21st Street West (2000 block) between 5th Avenue West and 6th Avenue West and completing the Engineering and approvals in 2025 to properly construct (in 2026) and maintain (ongoing thereafter) the existing watercourse for the Brooke Basin A3 drainage catchment area.

The existing drainage course conveys storm water between a City owned structure under 21st Street West at 6th Avenue West and a City owned culvert under 20th Street West. This project is identified as the Reach 3 priority in the Brooke Basin A3 Storm Water Master Plan, approved by Council in May 2023.

The location of this portion of the Basin A3 watercourse on private property is problematic in terms of the City's ability to access it for routine maintenance. The construction of storm sewers through private property or relocating the storm flows to the road allowances in the form of roadside ditches or storm sewer construction are cost prohibitive and less environmentally acceptable than improving, accessing and maintaining the existing open drainage channel/water course on private property.

In the past, rip rap (200 to 300 mm dia. stone) lined channels have been constructed to provide erosion protection for storm water channels/water courses, however this type of solution has proven to be difficult to maintain and does not provide a suitable cold water stream fish habitat. A more naturalised stream-like solution that can be maintained easily and regularly stream side by the property owners and within the stream on a periodic basis by the City when heavy equipment is required for silt and sediment removal, will be considered as one of the design alternatives.

Attach Images:

Brooke Basin A3 Reach 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?	2	This project will address flooding concerns identified in the Brook Basin Study within Reach 3 Area.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Minor injuries may occur due to private property flooding.
Legislation	Is the project required for legislative/regulatory compliance?	4	Minimum maintenance standards apply so private property is protected from damage.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This section of the channel has been identified to be in poor condition and requires rehabilitation.
Operational Performance	If the project 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 and effectiveness by acquiring an easement and constructing a solution that is more easily accessed and maintained.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded through reserves in 2026, which is when the main financial outlay for this project will occur.
Environment	Does the project address needs impacted by climate change?	3	This project will moderately improve the localized natural environment by improving the channel structure and re-establish predevelopment 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?	4	It is expected that this project will improve the local aesthetic value along the channel's edge by including vegetation and a natural stream-like environment.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery by maintaining watercourses and preventing private property damage
Public Input	Has the project been identified through public engagement?	5	This project has been identified by the public through the Municipal Class Environmental Approvals process and has had a significant amount of public consultation and input.

10th St E - New Road - 18th Ave E to 20th Ave E

24P.40

Priority Score: 39.30

Project Type:	New Asset
Growth Related?:	Yes
Estimated Useful Life (years):	100
Future Replacement Cost:	\$20,285,009 (2125)

Priority Level:	Moderate
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	10th St E - 18th Ave E to 20th Ave E

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 2,800,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 2,800,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 2,800,000

Schedule:

Construction Start Date:	05/30/2025
Substantial Completion or purchase date:	12/30/2025

Funding Sources:

Donations	\$ 2,520,000
Development Charges	\$ 280,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This is the estimated capital cost of constructing the new 10th Street East road and active transportation facilities (sidewalk and bike lanes or Active Transportation Route) between 18th Avenue East and 20th Avenue East to its terminus.

There is no cost obligation for the City. This is a "placeholder" amount and estimated cost to be paid by (the developer of the) Calloway REIT property that is south of the Smart Centres shopping plaza, for the new proposed 10th Street East transportation facilities. This project cost will be included in the updated Development Charges study and by-law with 10% of the cost included as a growth related amount that will benefit all development in the City.

There is no opportunity to recover this cost directly from neighbouring undeveloped lands (Villarboit to the east and Telfer Creek Subdivision to the south-east) as the neighbouring properties do not require 10th Street East to be extended for their direct access. They will acquire direct access via the construction of 20th Avenue East.

The underground services capital costs for the new 10th Street East are not included in this amount. This is because the watermain, storm and sanitary sewers on the new 10th Street East will benefit Calloway REIT only and connect/discharge to existing services on 18th Avenue East.

Calloway REIT and Villarboit, to the east, will be contributing to watermain oversizing costs in the Telfer Creek Subdivision. This payment will be made to the City, if the City has front ended this cost. If Telfer Creek Subdivision has not advanced prior Calloway developing, the City will place the oversizing amount in reserve and reimburse the developer of Telfer Creek Subdivision when the subdivision development proceeds.

10th St Extension.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?	1	This project will directly impact the new residence directly adjacent to the new road.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	5	This project would meet the legislative requirements to proceed with the development.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Project is a new asset and therefore not included in an asset management plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	0	Project will require additional operational resources (i.e. winter maintenance).
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	The developer will be responsible to contribute financially for the construction of this project.
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?	3	Street scape will be reviewed during site plan.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	This project supports and is an action to help support "A City That Grows" objective of the Strategic Plan.
Public Input	Has the project been identified through public engagement?	0	This project has not been identified by the public.

Computer Capital

25A.1

Priority Score: **43.00**

Project Type: Replacement
 Growth Related?: No
 Estimated Useful Life (years): 5-7 Years

Priority Level: Moderate
 Department: Corporate Services
 Staff Contact: Mark Giberson

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 121,000		
Contingency			
Total	\$ 121,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 121,000

Schedule:
 Construction Start Date: 01/14/2025
 Substantial Completion or purchase date: 06/30/2025

Funding Sources:

Reserves	\$ 121,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

The City has adopted a standardized replacement cycle to ensure Staff's ability to deliver services effectively, and provide a more predicable model for equipment replacement. This includes recognizing the COVID-19 impact on how we conduct business. Replacement of existing end-of-life equipment on a standardized replacement cycle includes equipment for the New Council, Staff, computers, monitors, cell phones, printers, and meeting room equipment.

Equipment replaced is out of warranty and has a higher than acceptable failure rate. Equipment has an average age between 5 and 10 years old. Most equipment has a life expectancy of 4 to 5 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?	3	Affects all Staff, Council and the ability to deliver services to the public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislation/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure with a low consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Equipment is past operation life expectancy with higher maintenance costs. Current equipment reduces the ability of staff to work, due to equipment not working and needing repairs. New equipment allows staff to deliver effective services.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Financed through capital reserve.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by providing the IT tools to support staff and operations.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Telephone System Replacement

25A.2

Priority Score: **43.00**

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 5-8 Years

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Mark Giberson

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 75,000		
Contingency			
Total	\$ 75,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 75,000

Schedule:
 Construction Start Date: 01/14/2025
 Substantial Completion or purchase date: 09/30/2025

Funding Sources:

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

Description and Rationale:
 The current telephone system has been in operation since 2012 and handling almost 200,000 internal and external calls a year at eight facilities through out the City and is one of the primary ways citizens/customers can access services delivered by the City, report issues. While a normal phone system lasts 5-8 years, Information Technology has pursued an aggressive maintenance plan that has extended its expected life to 10 plus years. In 2025 the system will be 13 years old and as technology has changed, the system struggles to be able to support these new technologies and integrations into other collaborative communication platforms such as Microsoft Teams to be able to better support our citizens.

With maintaining current infrastructure becoming increasing difficult and time consuming the City will begin to integrate Microsoft Teams into the existing Phone system to allow for a more cohesive and flexible approach to call management. Microsoft Teams is a workspace for real-time collaboration and communication, meetings, file sharing, that is assisting in creating efficiencies and reducing effort in delivering those types of services.

Attach Images: cloud-pbx-and-cloud-contact-centre.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	Affects all Staff, Council and the ability to deliver services to the public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislation/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Moderate probability of failure; low consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Equipment is past operation life expectancy with higher maintenance costs. Current equipment reduces the ability of staff to work, due to equipment not working and needing repairs. New equipment allows staff to deliver effective services and the ability to work anywhere anytime.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	The project will slightly improve the natural environment. Replacement equipment meet or exceeds energy star ratings and reduces City carbon foot print
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public service.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Project supports an Objective of the Strategic Plan. Service Excellence - KR3.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

IT Strategic Review

25A.3

Priority Score: **42.00**

Project Type: Consulting
 Growth Related?: No
 Estimated Useful Life (years): 5-7 Years

Priority Level: Moderate
 Department: Corporate Services
 Staff Contact: Mark Giberson

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 35,000		
Contingency			
Total	\$ 35,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 35,000

Schedule:
 Construction Start Date: 01/01/2025
 Substantial Completion or purchase date: 12/31/2025

Funding Sources:

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

Description and Rationale:

The 2022 core systems review identified not only the need to implement systems changes and acquire new software, but also the need to improve IT maturity within the City moving it from being reactive to proactive. The IT Division has operated in the same way since the early 2000's with no review of core services, technology stack, or staffing skill sets to support operating in the current environment that we work today.

The Strategic Review will look at current state of hardware and software management, vendor management, staffing, service levels and security and provide a framework with measurable targets. This framework with focus on the short to medium term and assist IT in better aligning itself to organization's business needs.

A Strategic Review will outline the prioritization of short, medium IT requirements. Covering all aspects of technology management within the City, including hardware and software management, vendor management, staffing and security. It will provide direction and focus to allow the IT Department to work towards a defined technology road-map with specific measurable targets to enable the City departments/divisions to achieve their goals. Identify what and how those IT services are provided and the staffing skill sets needed to deliver those services.

- The Review will:
1. Review services such as Help Desk, Patch management and make recommendation on improving that service.
 2. Review the current technology stack (Server, Desktops, Virtualization, SaaS) and and make recommendations.
 3. Review how current projects that are IT centric are approved, budgeted and managed and make recommendation on improving that process.
 4. Review will look at how support is provided by Vendors, IT's role and the role of other divisions in that support.
 5. Look at the current IT staffing skill set and determine if it is the right fit moving forward in a proactive IT division and make recommendation on how to improve those skill sets.

Attach Images: IT.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?	1	Affects delivery of all it services to staff.
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?	3	Project will move organization closer to meeting legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	Depending on the outcome of the review, some aspects may enhancements, address items that may fail, etc.
Operational Performance	If the project 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?	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?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Service Excellence - KR3 Supports an objective of the Strategic Plan
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Software Transformation - GP/Work Order Management

25A.4

Priority Score: 44.50

Project Type: Replacement
 Growth Related?: No
 Estimated Useful Life (years): 7-10 Years

Priority Level: Moderate
 Department: Corporate Services
 Staff Contact: Mark Giberson

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 164,200		
Contingency			
Total	\$ 164,200	\$ 0	\$ 0

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 164,200

Schedule:
 Construction Start Date: 01/01/2025
 Substantial Completion or purchase date: 12/31/2025

Funding Sources:
 Tax Levy \$ 164,200
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Description and Rationale:

In 2022 the City undertook an IT Needs Assessment, based on strategic and legislative requirements, which facilitated an extensive review of the City's core systems. The goals of the project were to identify which systems meet current and future needs as well as to enhance the City's ability to deliver critical services, improve service delivery, enhance efficiencies, and provide a higher level of integration between platforms. As part of the final report, a long-term solution architecture for the City was developed prioritizing which systems need to be replaced in which order.

This 2025 project will improve access to the current systems by moving to the web based version of our work order management system and address issues with time-sheet entry. Project will streamline the accounts payable process by adding on and enhancing the use of current modules within the Financial system.

During the project, the City will also conduct a process and optimization review on both GP (Great Plains) and our work order management system ensuring that operational efficiencies are highlighted.

Attach Images:

CityHall.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	Direct impact will be City staff from various departments; however, this project will also affect delivery of all it services to staff and Citizens (>10,000 people indirectly impacted)
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No Impact on Health an Safety
Legislation	Is the project required for legislative/regulatory compliance?	3	The project will move the organization closer to meeting legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset in order to generate operational improvements.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both Staff time and cost savings will be achieved as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Service Excellence - KR3 Supports an objective of the Strategic Plan
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Employee Development and Performance Tool

25B.1

Priority Score: 34.50

Project Type: Enhancement

Growth Related?: No

Estimated Useful Life (years): 5

Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate

Department: Corporate Services

Staff Contact: Human Resources Manager

Location/Coordinates: N/A

Cash Flow Projection:	2025	2026	2027
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 2024 Year End \$ 0

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

Total Project Budget: \$ 25,000

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or purchase date: 12/31/2025

Funding Sources:

Tax Levy \$ 25,000

Please Select

Please Select

Please Select

Please Select

Capital Reserve \$ 0

Description and Rationale:

Employee Development and Performance Management is the continuous process of improving employees' performance by setting individual and team goals which are aligned to the strategic goals of the organization, planning performance to achieve the goals, reviewing and assessing processing, and developing the knowledge, skills, and abilities of employees. A key point is that performance management and development is a continuous process - not a once a year activity.

By having a tool that allows senior leaders, managers, supervisors and employees to collaborate and set smart goals and objectives, identify learning opportunities, and continuously monitor progress, we will ensure that this is an ongoing conversation.

Attach Images: 25B.1.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?	1	Ensure employee performance and development initiatives occur.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Project is not included in an asset management plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Ensure staff are developed to continue to grow with the City, and transition into alternate roles within the City.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	5	Establishes a new effort to celebrate Diversity and Inclusion by ensuring diversity, equity and inclusion for performance management and development of staff throughout the City.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	5	KR3 - Part of the overall HR Strategy for the City.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Citizen Satisfaction Survey 2025

25B.2

Priority Score: **37.50**

Project Type: Consulting
 Growth Related?: No
 Estimated Useful Life (years): 3

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

Cash Flow Projection:	2025	2026	2027
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 2024 Year End

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

Total Project Budget: \$ 25,000

Schedule:
 Construction Start Date: 01/01/2025
 Substantial Completion or purchase date: 08/31/2025

Funding Sources:
 Tax Levy \$ 25,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Description and Rationale:
 The City values the feedback and opinions of its residents. Public engagement through statistically significant surveys and focus groups offers an opportunity to hear from citizens and stakeholders about their top-of-mind issues of concern and satisfaction with City services and builds stronger relationships with the public.
 Conducting citizen satisfaction surveys is also an effective way to examine the City's performance in comparison to the national norm and see how Owen Sound's service offerings and delivery measures up to other municipalities.
 The initial statistically relevant survey was completed in the Summer of 2021. By re-surveying in 2025, it will enable the City to assess changes in satisfaction with services and importance of services. These surveys are intended to be completed on a regular cycle to enhance the use as a measurement tool. The next survey is planned for 2028.

Attach Images: Citizen Satisfaction Survey.jpg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	Surveys are an important source of statistically valid, reliable and relevant feedback from citizens. To be statistically relevant requires 400 respondents/individuals.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Project is not included in an asset management plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Conducting citizen satisfaction surveys is also an effective way to examine the City's performance in comparison to the national norm and see how Owen Sound's service offerings and delivery measures up to other municipalities. Public input is a key driver for decision-making, and informs policy decisions, budgetary spending and continuous improvement.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	The project ensures that voices of engagement are inclusive as it is a statistically relevant survey representative of City demographics.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	Identified action for KR2- Service Excellence - enhance our information, technology and digital capabilities to allow residents, business, and visitors to interact with the City where, when and how they choose
Public Input	Has the project been identified through public engagement?	5	The City engages with citizens in a variety of methods on various projects, and undertook a statistically reliable citizen satisfaction survey in 2021.

Harrison Park Bandstand Ceiling, Fascia, and Soffit Repairs

25D.3

Priority Score: 19.40

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

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

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 20,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 20,000	\$ 0	\$ 0

Description and Rationale:

The Harrison Park Bandstand was constructed in 1935 with a field stone veneer on the lower level and wooden trusses, soffit and fascia beneath an asphalt roof. In an effort to preserve the bandstand component of the facility, staff are proposing to rehabilitate the existing wooden components with steel components or updated wood product. Staff will consult with the Planning & Heritage Division as Harrison Park facilities are designated under the City's Heritage By-law.

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 20,000

Schedule:

Construction Start Date: 09/01/2025

Substantial Completion or purchase date: 10/31/2025

Funding Sources:

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

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 average annual visitors to the facility is less than 1,000.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result - deterioration of the ceiling, soffit, and fascia could lead to materials falling from the ceiling/roof.
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 ceiling, soffit and fascia before they deteriorate 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 components are rehabilitated prior to further deterioration.
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?	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 rehabilitation of the existing components will maintain its aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Greenwood Office Window and Door Replacement

25D.4

Priority Score: 21.90

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	\$ 15,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 15,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 15,000
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Schedule:	
Construction Start Date:	03/01/2025
Substantial Completion or purchase date:	05/31/2025

Funding Sources:	
Tax Levy	\$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:
 The Greenwood Cemetery Office was constructed in 1901. In an effort to maintain the exterior building envelope staff are proposing to replace the existing doors and windows. Staff will consult with the Planning & Heritage Division as Greenwood Cemetery facilities are designated under the City's Heritage By-law.

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 average annual visitors to the facility is less than 1,000.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Deterioration of the doors and windows can lead to unsecured buildings.
Legislation	Is the project required for legislative/regulatory compliance?	1	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?	1	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?	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 rehabilitation of the existing exterior will maintain its aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Playground Replacement - Maitland Park

25D.5

Priority Score: **41.20**

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

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

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 45,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 45,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 45,000

Schedule:
Construction Start Date: 01/01/2025
Substantial Completion or purchase date: 12/31/2025

Funding Sources:	
Tax Levy	\$ 45,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

Lifecycle replacement of the playground structure at Maitland Park is required. The aging play structure is deteriorating and has surpassed its projected lifecycle. New equipment will refresh the park and create a play space that meets current CSA play structure code requirements. The replacement of this structure is supported by the Parks Recreation and Facilities Master Plan objective to provide a play structure within 500m of every residence.

The project design will be reviewed by the Accessibility Advisory Committee.

Attach Images: Maitland Park Playground.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?	1	<1000
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Multiple injuries may result.
Legislation	Is the project required for legislative/regulatory compliance?	4	Project is required to continue to be compliant - CSA Z614-20 Standards for Children's Playspaces.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Parks assets are not currently captured by the City's Asset Management Plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness by reducing staff time to perform repairs and maintenance on this structure.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for a rebate scoped for playground installations.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	The new playground would be designed to be fully accessible for users with hearing, vision, mobility and emotional support needs. The existing playground is not accessible under annex H of CSA Z614-20.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The existing playground has had features removed after vandalism, and lifecycle aging contributes to a failing aesthetic.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	2	The project is identified as a strategic priority by the City's Recreation Parks and Facilities Master Plan.
Public Input	Has the project been identified through public engagement?	3	Documented multiple supports through unsolicited feedback.

Tom Williams Washroom Building Replacement

25D.8

Priority Score: 46.90

Project Type: Replacement
 Growth Related?: No
 Estimated Useful Life (years): 30
 Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate
 Department: Corporate Services
 Staff Contact: Bradey Carbert
 Location/Coordinates: Tom Williams Park

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

Costs Incurred to 2025 Year End \$ 0

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

Total Project Budget: \$ 40,000

Schedule:
 Construction Start Date: _____
 Substantial Completion or purchase date: _____

Funding Sources:

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

Description and Rationale:

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

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

The project will include demolition of the existing facility and design and construction of a new accessible washroom.

A portion of the project will be funded through the Tom Williams Reserve and will be determined upon completion of the design component of this project.

Attach Images: 25D.8.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.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result.
Legislation	Is the project required for legislative/regulatory compliance?	3	Project will move organization closer to meeting legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	High probability of failure; moderate consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	Confirmed partnership or grant funding will be determine upon final design.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Maintains an existing public space and free to access to all users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	Project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	1	Has been mentioned in unsolicited feedback.

Greenwood Cemetery-GIS Plots

25D.10

Priority Score: 44.00

Project Type:	Consulting
Growth Related?:	No
Estimated Useful Life (years):	TBD

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

Cash Flow Projection:	2025	2026	2027
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 2024 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 25,000
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Schedule:
Construction Start Date: 01/01/2025
Substantial Completion or purchase date: 12/31/2025

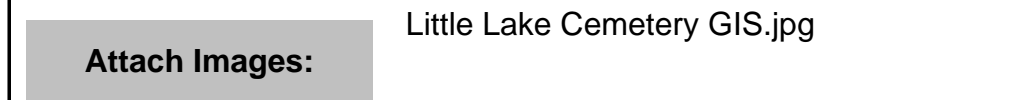
Funding Sources:	
Reserves	\$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

Recommendation 4.2.8 of the Greenwood Cemetery Master Plan says:
 Implement a GIS Mapping Program of all Interment Sites at Greenwood Cemetery Compatible with Existing IT Resources
 Cemeteries in Ontario are required to make available a public list of interment sites and occupants who have been interred for 30 years or more. In its most basic form, this record can be ink and paper and be kept at the Cemetery, and made available upon request. The Cemetery receives frequent calls and visits to the administration office requesting interment site information for relatives, friends, and significant persons. Implementing a GIS module for the Cemetery online and at the administration office would allow the public self serve access to relevant information about interment sites, and reduce the demand on the Parks and Cemetery Administration Coordinator, allowing them to focus on core functions.

- This recommendation would be implemented in several phases:
- a) Via a capital request to the City's capital program in a future budget year, recruit the services of a geomatics student to collect lot and monument information including GPS coordinates, photos and location;
 - b) Upload the data to the City's existing GIS database in coordination with Corporate Services and the GIS Technologist for publication online;
 - c) Market and promote the new service via the City's website;
 - d) Consider the implementation of a kiosk with the GIS module available at the Greenwood Cemetery office;
 - e) Annually, upload data to conform with the 30 year rolling publication rule, such that the information available to the public is current to 30 years.

A photo example of the City of Peterborough Little Lake Cemetery public GIS is attached.



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
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?	3	Completion will gain full legislative compliance with Funeral Burial and Cremation Services Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Parks assets are not currently captured by the City's Asset Management Plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved by Parks & Cemetery staff having to spend less time manually looking up each request
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Project will be free for all 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?	2	Project is identified as a strategic priority outside of the strategic plan- Greenwood Cemetery Master Plan
Public Input	Has the project been identified through public engagement?	5	Has received the highest number of formal requests through public engagement.

Survey Underutilized Areas at Greenwood Cemetery

25D.11

Priority Score: 34.10

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

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

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

Costs Incurred to 2026 Year End

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

Total Project Budget: \$ 15,000

Schedule:
 Construction Start Date: 02/01/2027
 Substantial Completion or purchase date: 12/31/2027

Funding Sources:

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

Description and Rationale:

The Greenwood Cemetery Master Plan says:

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

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

Attach Images: [GWC Range.jpg](#)

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Kelso Beach at Nawash Park Frontage Renewal

25D.12

Priority Score: 43.90

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	50
Future Replacement Cost:	TBD/2074

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Kelso Beach at Nawash Park

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering	\$ 10,000		
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	\$ 10,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 10,000
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Schedule:	
Construction Start Date:	02/03/2025
Substantial Completion or purchase date:	12/31/2025

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

Description and Rationale:
 Kelso Beach at Nawash Park is an important 'City Park' that offers a unique combination of passive and recreational experiences within its impressive 9.86 hectares and almost 700 metres of frontage along Eddie Sargent Parkway. This park is a prominent destination that attracts local residents and visitors to the City who enjoy the unique program elements offered within the park (splashpad, beach area, amphitheater and reconciliation garden). The park is a primary venue for hosting numerous events that contribute to the rich cultural history of Owen Sound.

The frontage of the park is an important first impression that should be inviting and well defined to establish a strong sense of place. Unfortunately, the frontage is not well defined, visually dominated by gravel parking lots, ditches and volunteer vegetation along an abandoned rail corridor and aging infrastructure.

The 2022 Kelso Beach at Nawash Park Master Plan includes a recommendation to upgrade the park frontage to tie all these former land uses together to support the establishment of a frontage worthy of this important park. In 2024, some improvements were made along the frontage of the park to replace aging bollards, install formal access gates to permit access to the park proper in support of large events and improve pedestrian linkages to the parking lot.

The capital funding will be used to procure a landscape architect to develop a preliminary design for the park frontage. Stakeholder consultation will be carried out to support the design of the park frontage. A phasing plan and cost estimate will be established in order to be able to accurately define future capital needs to implement the preliminary design of the park frontage renewal.

Attach Images: Kelso Beach at Nawash Park.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	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for rebate.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	The project will be free to access for all users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	5	The project dramatically improves the aesthetic value of an asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	2	The project is identified as a Strategic Priority outside of the Strategic Plan.
Public Input	Has the project been identified through public engagement?	3	The project has received documented multiple supports through unsolicited (informal) feedback.

Inner Harbour Waste Receptacles Replacement (Lids/Locks)

25D.13

Priority Score: 46.20

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	20
Future Replacement Cost:	TBD/2044

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Inner Harbor of OS Waterfront

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	\$ 40,000		
Equipment/Misc			
Contingency			
Total	\$ 40,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 40,000
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Schedule:	
Construction Start Date:	02/03/2025
Substantial Completion or purchase date:	12/29/2025

Funding Sources:	
Reserves	\$ 40,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:
 The Inner Harbour is a key component of the Owen Sound Waterfront experience that draws many visitors to the waters edge. There are 40 waste receptacles situated along the inner harbour that service the area. These existing waste receptacles are well beyond their useful life and are in need of replacement.

This capital project will replace the existing 40 'end of life' waste receptacles with 18 new receptacles that come complete with lids and locks. The lids are require to restrict the large gull population from accessing the garbage in the waste receptacles. The gulls pick through open containers in search of food and generate a substantial amount of litter that needs to be picked up. Waste receptacles with the ability to secure them in the winter is being proposed. The walkway along the inner harbour is not winter maintained and there is not ability to access or operating capacity to empty the waste receptacles in the winter. The waste receptacles fill with garbage if not secured and generate numerous complaints and litter issues at a time of year when there is not staff capacity to address the issue.

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?	3	Multiple injuries may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	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?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	2	The project will slightly improve the natural environment and/or prevent further detriment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Parks Waste Receptacle Drum Lids

25D.14

Priority Score: **43.60**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	20
Future Replacement Cost:	TBD/2044

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Parks Citywide

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	\$ 15,000		
Equipment/Misc			
Contingency			
Total	\$ 15,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 15,000

Schedule:	
Construction Start Date:	02/03/2025
Substantial Completion or purchase date:	12/29/2025

Funding Sources:	
Tax Levy	\$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

Parks & Open Spaces has approximately 180 green coloured waste receptacle drums that are placed in parks across the city for park users to dispose of their garbage. There are 100 garbage drums that remain out year-round and 80 cans are removed seasonally each Fall for the winter season and returned to the park in the Spring. The seasonal cans are removed from parks and walkways that are not accessible in the winter (in a park or along a walkway that is not winter maintained).

This capital project will support the purchase of lids to be placed on the drums. The lids are require to prevent the large gull population from accessing the garbage in the drums and prevent rain from collecting in the drum. The gulls pick through open drums in search of food and generate a substantial amount of litter that then needs to be picked up. Rainwater adds additional weight and makes emptying the cans much more strenuous and has contributed to injuries.

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	Injuries requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	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?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	2	The project will slightly improve the natural environment and/or prevent further detriment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Kiwanis Soccer Complex - Planting to Replace Lost Ash Trees

25D.15

Priority Score: 42.00

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	50+
Future Replacement Cost:	TBD/2074+

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Manager of Parks & Open Space
Location/Coordinates:	Kiwanis Soccer Complex

Cash Flow Projection:	2025	2026	2027 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	\$ 10,000	\$ 10,000	\$ 20,000
Equipment/Misc			
Contingency			
Total	\$ 10,000	\$ 10,000	\$ 20,000

Costs Incurred to 2024 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 40,000
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Schedule:	
Construction Start Date:	01/01/2025
Substantial Completion or purchase date:	12/31/2028

Funding Sources:	
Tax Levy	\$ 20,000
Donations	\$ 20,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

The impact of the emerald ash borer on the existing ash tree population at Kiwanis Park was devastating and required the removal of 160 ash trees. The wooded area adjacent to the existing Service Building provided much needed shade and acted as a wind break for the facility. The wooded area was dominated by ash and was completely removed as a result. In Spring of 2024, 112 trees were planted along the small drainage channel by City forces and volunteers.

This capital project will be used to re-establish the wooded area with new trees composed of a variety of species. As per the agreement to operate the Kiwanis Soccer Complex, Owen Sound Minor Soccer Association (OSMSA) and the City of Owen Sound fund 50% each for all capital projects at this facility. This capital represents the City's 50% contribution to the reforestation effort of the wooded area. The planting will be done over three years and the City is exploring partnership opportunities to support the planting effort.

Total cost of the project is \$40,000 with the City and OSMSA contributing 50% each over the period of the project.

City Cost - \$5,000 in 2025, \$5,000 in 2026, \$5,000 in 2027 and \$5,000 in 2028.

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?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Support of Tree City of the World designation in 2024. There is a moderate probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	4	Total cost of the project is \$40,000 with the City and OSMSA contributing 50% each over the period of the project.
Environment	Does the project address needs impacted by climate change?	4	The project has a demonstrated impact on mitigating climate change.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	2	The project is identified as a Strategic Priority outside of the Strategic Plan.
Public Input	Has the project been identified through public engagement?	1	he project has been mentioned in unsolicited feedback.

Columbarium Installation

25D.16

Priority Score: **39.80**

Project Type:	New Asset
Growth Related?:	No
Estimated Useful Life (years):	100
Future Replacement Cost:	NA

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Greenwood Cemetery

Cash Flow Projection:	2025	2026	2027
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 2024 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 120,000

Schedule:
Construction Start Date: 01/01/2025
Substantial Completion or purchase date: 12/31/2025

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?	0	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?	5	Debenture The project has confirmed partnership (or grant) funding >66%
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project 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?	2	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.

Greenwood Cemetery Internment Lot Documentation

25D.17

Priority Score: 30.50

Project Type:	Study
Growth Related?:	No
Estimated Useful Life (years):	NA
Future Replacement Cost:	NA

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Greenwood Cemetery

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

Costs Incurred to 2024 Year End

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

Schedule:	
Construction Start Date:	02/03/2025
Substantial Completion or purchase date:	12/29/2025

Funding Sources:	
Debenture	\$ 50,000
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.

Greenwood Cemetery is required under the Funeral, Burial and Cremation Services Act, 2002 to generate required documentation to support obtaining approval for the creation of new inurnment/interment lots. Greenwood Cemetery has seen a dramatic increase in cremations and is looking to expand its columbarium niche inventory to meet the growing demand. There are five existing columbariums with a total of 560 niches. The existing inventory of columbarium niches is quickly filling up with less than 94 remaining.

This capital project will engage a landscape architect and a licensed surveyor to generate drawings to accurately reflect the configuration of the existing two columbarium areas and develop a new third columbarium area to accommodate growing demand for this type of inurnment lot. The documentation required is as follows:

- Survey of existing two columbarium areas to reflect built condition,
- Complete the design of the second columbarium area (west of Mausoleum) to reflect columbarium expansion and integrate upright marker cremation lots and scattering lots, and
- Generate design for new third columbarium area and carry out survey to delineate lot layout. Columbarium area will also accommodate upright marker cremation lots and scattering lots.

The required documentation will be provided to the Burial Authority of Ontario for approval of new inurnment/interment lots.

Attach Images: Greenwood Cemetery - Columbarium Area.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?	5	Completion of the project will gain full legislative/regulatory compliance.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	The project is a new asset and is not included in an asset management plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	0	The project will require additional operational resources.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves. The sale of niches will repay the internal debt.
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?	2	The project is identified as a Strategic Priority outside of the Strategic Plan.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Duncan McLellan - Facility Design & Construction

25D.51

Priority Score: 36.40

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

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

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

Costs Incurred to 2024 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 740,000
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Schedule:	
Construction Start Date:	02/03/2025
Substantial Completion or purchase date:	12/31/2028

Funding Sources:	
Tax Levy	\$ 570,000
Reserves	\$ 170,000
Please Select	
Please Select	
Please Select	

Description and Rationale:

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

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

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

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

The 2026 through 2028 capital funding supports the construction of the three diamonds at Duncan McLellan and will be phased over the three years (1 diamond per year) to minimize the impact of the construction on the user groups that rely on these diamonds. Phasing of the diamond construction will be established during the design stage of the project (completed within 2025 capital window). The expected scope of work may include the following:

- Re-grade the outfield to a level playing surface.
- Repair/replace sections of outfield fence as required when grading is complete.
- Import topsoil to create improved soil conditions for turf grass establishment
- Replace the infield material with appropriate granite based sand material and regrade.
- Replace existing incandescent light fixtures with LED on existing concrete poles.
- Replace dugouts as required.

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

Attach Images: Duncan McLellan Diamonds.jpg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Bayshore Dressing Room Bench Replacement

25H.5

Priority Score: **28.80**

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

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

Cash Flow Projection:	2025	2026	2027
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 2024 Year End

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

Total Project Budget: \$ 25,000

Schedule:
 Construction Start Date: 06/01/2025
 Substantial Completion or purchase date: 08/30/2025

Funding Sources:

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

Description and Rationale:
 This project would see the replacement of the original benches in the change rooms at the Bayshore. The benches are from original install in 1981, and are made of wood. New vinyl constructed benches will be installed in their place and will ensure it is much easier to clean and disinfect surface. It will also reduce the risk of splinters as the aged wood is beginning to split in areas.

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 will be impacted by this project over the course of its useful life; however, a small portion of individuals will utilize these benches on an annual basis.
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 could occur due to wood splintering/splitting.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislation mandating this project 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 and low consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight operational efficiency in terms of cleaning as cleaning and disinfecting the new vinyl surface will be easier than the current wood surface.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grants at this time.
Environment	Does the project address needs impacted by climate change?	1	This project will have little to no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain a current public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	This project will improve the aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input	Has the project been identified through public engagement?	1	Has been identified as needing replacement by unsolicited public feedback.

Owen Sound Sport Hall of Fame Display Case

25H.6

Priority Score: 17.40

Project Type:	New Asset
Growth Related?:	No
Estimated Useful Life (years):	50
Future Replacement Cost:	\$55,000 (2075)

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

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	\$ 20,000		
Equipment/Misc			
Contingency			
Total	\$ 20,000	\$ 0	\$ 0

Description and Rationale:

The Owen Sound Sports Hall of Fame Committee has requested that additional inductee showcases be installed at the Bayshore Community Centre. The Sports Hall of Fame was formed in 1981 and is displayed at the Bayshore.

- New display cases would be installed to match the latest cabinets which were installed in 2020.
- Lighting would also be included in the installation price.
- Completion of this work will be done by contractors.

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 20,000

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or purchase date: 12/31/2025

Funding Sources:

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

Showcases.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?	4	Over 250,000 people visit the Bayshore annually. The Owen Sound Sports Hall of Fame is open to the public at any one time and seen 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 risk to health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	0	There is no legislation mandating this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	This project is 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.	1	This project will have no effect on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is currently no opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	This project will have no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	The sports Hall of Fame is free for public viewing.
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?	0	There has been no public input for this specific project.

Ice Resurfacers Room Steel Roll Up Door Replacement

25H.7

Priority Score: 38.20

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	20
Future Replacement Cost:	\$21,000 (2045)

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

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	\$ 15,000		
Equipment/Misc			
Contingency			
Total	\$ 15,000	\$ 0	\$ 0

Description and Rationale:

This project would see the replacement of the steel roll up door at the Bayshore Community Centre, which services the ice resurfacers natural gas refueling area.

A contractor has recommended the replacement of the current door as the steel slats have come off the track and will not realign properly. This also causes the door to not go up all the way, creating an issue when moving taller items in and out of the door. This door is over 20 years old and is past its expected useful life.

A licensed contractor would complete this work.

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 15,000

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or purchase date: 12/31/2025

Funding Sources:

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

IMG_3110.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?	1	This door is not in a public space, so the impacted people is low.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	This door is meant to protect anyone from a potential explosion if the natural gas refueler were to malfunction. With the door not operating correctly it can not serve this function properly.
Legislation	Is the project required for legislative/regulatory compliance?	4	This project is required to be compliant with legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This door has a high probability of failure with moderate consequence. As it has already malfunctioned.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This will have little to no impact on the operation.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There are no partnership opportunities at this time.
Environment	Does the project address needs impacted by climate change?	1	This project has little to no 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 space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	This does not impact the aesthetic 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 has not been identified by the public.

Bayshore Arena Concrete Slab Replacement

25H.8

Priority Score: **26.50**

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 40
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

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

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 150,000	\$ 1,000,000	
Materials			
Equipment/Misc			
Contingency			
Total	\$ 150,000	\$ 1,000,000	\$ 0

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 1,150,000

Schedule:
 Construction Start Date: 01/01/2025
 Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Tax Levy	\$ 350,000
Reserves	\$ 800,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This project would see the replacement of the concrete slab floor at the Bayshore Community Centre. The floor has an expected useful life of 40 years; the current floor is 39 years old and is original to the facility. This project would also see the replacement of the secondary refrigerant system cooling pipes, as well as the underfloor heat pipes which currently have a leak and are unusable. The main header pipe from the refrigeration plant would be replaced with a new pipe and would ensure that the asset will last another 40 years. The current secondary cooling system is operating normally; however, if a leak were to occur the floor would need to be replaced within one (1) year. In conjunction with replacing the board system this would be the best time to complete this project, as it would not require the removal of a new board system a few years after installation.

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 annual users would be impacted 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?	0	There is no impact to health and safety if this project does not go ahead.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is currently no legislation requiring this project be completed at this time.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is currently a moderate probability of failure as this asset is close to the end of its useful expected life. It would however have a high consequence as a leak for example would need to be repaired immediately.
Operational Performance	If the project 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 employee resources.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	This project may be eligible for a grant or rebate.
Environment	Does the project address needs impacted by climate change?	2	There would be some impact to the environment as it would ensure a leak of chemicals into the ground underneath would be less likely to occur.
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?	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 would 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 Roof Section 1 Replacement 251.1

Priority Score: 64.90

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

Priority Level: High
Department: Community Services
Staff Contact: Ryan Gowan
Location/Coordinates: Rec Centre

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 850,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 850,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 850,000

Schedule:
 Construction Start Date: 01/01/2025
 Substantial Completion or purchase date: 12/31/2025

Funding Sources:

Federal Gas Tax	\$ 850,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

The Julie McArthur Regional Recreation Centre was constructed in 2012. The roof system is broken down into 10 different sections based on their location or material.

Section 1 is the second largest roof section at approximately 40,000 square feet and covers the YMCA area of the facility. The roof system is a single ply membrane that has experienced multiple leaks beginning shortly after construction of the building. These leaks have resulted in damage to the insulation. The City's roofing consultant has indicated that a typical lifespan for this system is usually 13 years.

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

The project will be funded from the Canada Community Building Fund as the project is deemed an eligible expense under this program.

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 JMRRC / YMCA is used by over 10,000 residents and 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?	3	Multiple injuries may result if the project does not proceed. This is related to the slip and fall effects of roof leaks on hard surfaced floors.
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.	5	There is a high probability of failure and high consequences, particularly around insurance consequences related to assets being owned by the YMCA and not the City.
Operational Performance	If the project 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 through the reduction in repair related expenses.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	The project has confirmed or grant funding >66% and coming from the Canada Community Building Fund reserve.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The project addresses a failing aesthetic value and provides for an improvement, particularly around the appearance of water stained ceilings and damaged floors.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by allowing for the continuation of recreation space through an operating agreement.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

Owen Sound Police Station - Unit Heater Replacement

25J.1

Priority Score: 21.10

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	\$ 7,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 7,000	\$ 0	\$ 0

Description and Rationale:

The existing unit heater in the vehicle storage area of the Owen Sound Police Station has reached the end of its useful life and requires replacement. This project will be completed in coordination with other HVAC improvements at the OS Police Station.

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 7,000

Schedule:

Construction Start Date: 05/01/2025

Substantial Completion or purchase date: 08/31/2025

Funding Sources:

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

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 majority of the Police Station is not accessible to the public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety unless there is a failure of HVAC equipment.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The probability of failure of the existing condenser is moderate but is a low risk due to the City's ability to provide temporary heating solutions for this area.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations as this area of the facility has limited use.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for an energy rebate at the time of replacement.
Environment	Does the project address needs impacted by climate change?	2	Improved HVAC technology will reduce the City's energy consumption.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The unit heater has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Animal Shelter - Window & Door Replacement and Interior Painting

25K.1

Priority Score: **27.80**

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	\$ 70,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 70,000	\$ 0	\$ 0

Description and Rationale:

The OS Animal Shelter was constructed in the 1990's. As identified in the 2022 Facility Condition Assessment, the windows and doors, which were installed when the facility was constructed, are in need of replacement. It is also recommended that interior painting be completed at the same time as the windows and doors are being replaced.

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 70,000

Schedule:

Construction Start Date: 04/01/2025

Substantial Completion or purchase date: 08/30/2025

Funding Sources:

Reserves \$ 70,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

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 building is open to the public for designated hours. The main purpose of the facility is to provide shelter for animals, support space, and administrative space for the City's Contractor (<5 staff)
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	The deferral of this work could result in the City not being compliant with Property Standards.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The probability of failure is moderate, while the consequence of failure 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	The windows and doors of the facility need to be secure and operational.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	This project is funded through reserves, accumulated by donations to the facility.
Environment	Does the project address needs impacted by climate change?	1	New windows and doors will be more efficient than the original installation. This should reduce utility consumption for the facility.
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 replacement of the existing windows will improve the aesthetic value of the City and confirm the City's commitment to maintaining its facilities.
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.

Animal Shelter - Roof Replacement

25K.2

Priority Score: **30.40**

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

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	\$ 20,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 20,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 20,000
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Schedule:	
Construction Start Date:	04/01/2025
Substantial Completion or purchase date:	08/30/2025

Funding Sources:	
Reserves	\$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:
 The OS Animal Shelter was constructed in the 1990s. As identified in the 2022 Facility Condition Assessment, the existing asphalt single roof is in need of replacement.

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 building is open to the public for designated hours. The main purpose of the facility is to provide shelter for animals, support space, and administrative space for the City's Contractor (<5 staff)
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 health and safety No impact on health and safety. are present at this time.
Legislation	Is the project required for legislative/regulatory compliance?	1	The deferral of this work could result in the City not being compliant with Property Standards.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	The probability of failure is moderate, while the consequence of failure 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	A secure and enclosed building envelope is imperative in ensuring the protection of existing interior furniture, fixtures, and equipment.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	This project is funded through reserves that have accumulated from donations to the facility.
Environment	Does the project address needs impacted by climate change?	2	Climate change has resulted in increased warm temperatures and rainfall severity. Both of these changes are detrimental to the facility roof.
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 replacement of the existing roof will improve the aesthetic value of the City and confirm the City's commitment to maintaining its facilities.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Public Works Water Shop Window and Door Replacement

25M.1

Priority Score: 19.40

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

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

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 15,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 15,000	\$ 0	\$ 0

Description and Rationale:

The Public Works Water Shop was constructed in 2003. In an effort to maintain the exterior building envelope staff are proposing to replace the existing doors and windows.

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 15,000

Schedule:

Construction Start Date: 03/01/2025

Substantial Completion or purchase date: 05/31/2025

Funding Sources:

Water Rates	\$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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 average annual visitors to the facility is less than 1,000.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Deterioration of the doors and windows can lead to unsecured buildings.
Legislation	Is the project required for legislative/regulatory compliance?	1	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?	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 rehabilitation of the existing exterior will maintain its aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

CN Station - Hot Water Heater Replacement

25M.2

Priority Score: 33.10

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	10

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	\$ 5,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 5,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 5,000

Schedule:
Construction Start Date: 03/01/2025
Substantial Completion or purchase date: 03/31/2025

Funding Sources:	
Tax Levy	\$ 5,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:
 The existing hot water heater (HWH) at the CN Station 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?	2	Hot water is accessed by both visitors and staff at the CN Station
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	As evidenced throughout the COVID-19 Pandemic, access to hot water for hand washing is important in maintaining personal hygiene.
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	Moderate probability of failure; low consequence - the existing units have reached the end of their lifespan.
Operational Performance	If the project 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 - the replacement of existing hot water heaters with newer models will reduce annual energy consumption and costs.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding; however, staff will source and apply for energy related grants if they are available at the time of the project.
Environment	Does the project address needs impacted by climate change?	1	The replacement of existing hot water heaters with newer models will reduce annual energy consumption and costs.
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 does not have aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The updating of equipment to current energy standards supports the City Climate Change Adaptation Strategy.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Market Building Window & Door Rehabilitation

25M.3

Priority Score: 27.20

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

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

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage	\$ 15,000	\$ 15,000	
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	\$ 15,000	\$ 15,000	\$ 0

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 30,000

Schedule:
 Construction Start Date: 06/01/2025
 Substantial Completion or purchase date: 09/01/2026

Funding Sources:
 Tax Levy \$ 30,000
 Please Select
 Please Select
 Please Select
 Please Select

Description and Rationale:
 The Market Building was rehabilitated in 2019 but did not include the original structure. The proposed project will see the phased rehabilitation of doors and windows on the original structure. The replacement program will respect the City's Heritage Guidelines in order to maintain the character of the building.

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	The original Market Building is limited to washrooms, administration, and living space; however, the windows and doors are for the administration and living space only.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Additional operations and maintenance work is required for the installation and removal of storm windows annually. The window replacement will remove this annual requirement and associated risks.
Legislation	Is the project required for legislative/regulatory compliance?	1	The City's Agreement with the Farmers Market requires the building to be maintained to a specific standard.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Moderate probability of failure; low consequence - the existing windows have exceeded their useful lifespan and must be replaced.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved - reduced operations and maintenance costs will result from the replacement of the windows and doors with new materials that are more energy efficient.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	2	Improved windows and doors will reduce the City's energy consumption.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	Project is not directly aligned to the strategic plan.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

McQuay Tannery Condenser Replacement

25M.4

Priority Score: **21.10**

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	\$ 12,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 12,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 12,000

Schedule:
Construction Start Date: 07/01/2025
Substantial Completion or purchase date: 08/31/2025

Funding Sources:	
Tax Levy	\$ 12,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:
 The Condenser unit at the McQuay Tannery has reached the end of its useful life and requires replacement. This project will be completed in coordination with the furnace replacement project scheduled for 2024.

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 McQuay Tannery building is used by Active Lifestyles Seniors group and also hosts special events.
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 there is a failure of HVAC equipment.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The probability of failure of the existing condenser is moderate but is a low risk due to the City's ability to find meeting space for users at another 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	Little or no effect on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding; however, the project may be eligible for an energy rebate at the time of replacement.
Environment	Does the project address needs impacted by climate change?	2	Improved HVAC technology will reduce the City's energy consumption.
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 condenser unit has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services through providing space for third-party groups.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

General Facilities Bottle Fill Stations

25M.5

Priority Score: **19.00**

Project Type: New Asset

Growth Related?: No

Estimated Useful Life (years): 10

Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Low

Department: Corporate Services

Staff Contact: Bradey Carbert

Location/Coordinates: Outdoor locations - TBD

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 10,000		\$ 10,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 10,000	\$ 0	\$ 10,000

Costs Incurred to 2024 Year End \$ 0

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

Total Project Budget: \$ 20,000

Schedule:

Construction Start Date: _____

Substantial Completion or purchase date: _____

Funding Sources:

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

Description and Rationale:

At a meeting on September 28, 2017, the Operations Committee recommended that Council approve the implementation of a phased program to increase access to tap water at City facilities over 5 years, without banning the sale of bottled water at City facilities.

The bottle filling stations allow people to fill reusable bottles by motion sensor. The unit tracks the amount of plastic bottles that are saved by filling reusable containers.

Previous installations have occurred at City Hall, CN Station, Bayshore, Duncan McLellan, Harrison Park Shop, Kiwanis Soccer Complex, Transit Terminal, WTP, Harrison Park Inn, Art Gallery, Public Works and Good Cheer Accessible Washroom.

Attach Images: 25M.5.JPG

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	3	2,500 to 4,999.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Project is a new asset and therefore not included in an asset management plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	2	The project will slightly improve the natural environment or prevent further detriment due to reducing the use of single-use plastic bottles.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	Project will be free to access to all users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project provides no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	1	Has been mentioned in unsolicited feedback.

CWHC Railway Caboose Rehabilitation

25M.6

Priority Score: **36.00**

Project Type: Rehabilitation

Growth Related?: No

Estimated Useful Life (years): 15

Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate

Department: Corporate Services

Staff Contact: Bradey Carbert

Location/Coordinates: 1155 1st. Ave. W.

Cash Flow Projection:	2025	2026	2027
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 2024 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 25,000

Schedule:

Construction Start Date: 05/01/2025

Substantial Completion or purchase date: 06/30/2025

Funding Sources:

Please Select

Please Select

Please Select

Please Select

Please Select

Capital Reserve \$ 25,000

Description and Rationale:

The Railway Caboose is currently owned by the City and is used for artifact display by the Waterfront Heritage Committee (CWHC). It is located on the rail tracks to the north of the Dining Cart. The Dining Cart is owned by CWHC. The Caboose requires a new roof and exterior repairs/repainting.

The City is responsible for the building components involved in this rehabilitation and will then transfer ownership to the CWHC in accordance with the 2022 lease agreement for the facility.

Funding for this project will be taken from the capital reserve. Any donations received will offset the amount to be taken from this reserve.

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 1,000 and 2,499 people directly view the railway caboose 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 immediate impact on public or staff health and safety as the repairs are mainly cosmetic.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequence of failure associated with this 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.	4	Moderate financial savings will be achieved as a result of the project as the City will transfer operational costs to the CWHC upon completion of this project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	This project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	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?	0	The project is not directly aligned to the Strategic Plan.
Public Input	Has the project been identified through public engagement?	3	The project has received documented multiple support through informal feedback.

Public Works Building Roof Section 1 Replacement

25M.6

Priority Score: 23.40

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$586,250

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	1900 20th St. E.

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 280,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 280,000	\$ 0	\$ 0

Description and Rationale:

Roof Section 1 is over the equipment storage facility and was installed in 1990 during the construction of the public works facility. The roof section was restored in 2014 and is under warranty until 2024.

The City's roof inspection consultant has recommended replacement after the warranty period has expired based on the lifecycle deterioration and some minor ongoing issues.

It is anticipated that the roof will be replaced alongside the replacement of Roof Section 2.

Costs Incurred to 2024 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 280,000

Schedule:

Construction Start Date: 06/01/2025

Substantial Completion or purchase date: 06/30/2025

Funding Sources:

Tax Levy	\$ 280,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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	With the exception of Household Hazardous Waste events, the equipment storage facility is accessed by public works staff only.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety unless the roof deteriorates to the point that there is leakage and structural weakening.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure based on the lifecycle and other deterioration.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight improvement on operational efficiency by reduced maintenance related repairs.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

TTAG Expansion Fundraising Feasibility Study

25M.7

Priority Score: 33.20

Project Type:	Study
Growth Related?:	No
Estimated Useful Life (years):	10
Future Replacement Cost:	N/A

Priority Level:	Moderate
Department:	Art Gallery
Staff Contact:	Aidan Ware - Chief Curator
Location/Coordinates:	840 1st. Ave. W.

Cash Flow Projection:	2024	2025	2026
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 2023 Year End			
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 25,000
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Schedule:	
Construction Start Date:	
Substantial Completion or purchase date:	

Funding Sources:	
Reserves	\$ 15,000
Reserves	\$ 10,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

Report AG-24-003 for the Tom Thomson Art Gallery Expansion Feasibility Study Report was received by Council on March 11, 2024. The report was a culmination of a space needs analysis, preliminary design study, and a market analysis to determine the future needs of the facility.

The recommended two options for expansion ranged size from 10,250 to 10,760 square feet with a class "D" cost estimate of \$15,789,000 to \$16,082,000. The construction estimate has been included in the City's Multi-year Capital Plan as an "unfunded" project until applicable funding sources have been determined.

As directed by Council via Resolution R-240311-003, the next phase of the project is to retain a consultant to undertake a Fundraising Feasibility Study to determine the potential for fundraising and other funding sources that can be applied toward the potential construction cost.

This phase of the project will be funded through reserve contributions from the Art Gallery Collection Reserve (\$15,000) and the Owen Sound North Grey Union Public Library Reserve (\$10,000).

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	Over 10,000 users visit the Art Gallery annually. These users will be impacted by a larger space with increased programming opportunity.
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 this project.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance associated with this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	The expansion of the facility is considered an enhancement to an existing asset.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the study. Operational performance will be considered in the future design of the facility, if applicable.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	The project is funded from a capital reserve and a contribution from the Owen Sound North Grey Union Public Library.
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 study.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space as it is only a study at this time.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value at this time.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	2	The project is identified as a Strategic Priority outside of the Strategic Plan as it is identified in the Service Delivery Review and previously approved by Council in March 2024.
Public Input	Has the project been identified through public engagement?	3	The need for a fundraising feasibility study has received documented multiple supports through Council and public feedback.

Public Works Building Roof Section 2 Replacement

25M.7

Priority Score: 23.40

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$408,300

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	1900 20th St. E.

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 195,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 195,000	\$ 0	\$ 0

Description and Rationale:

Roof Section 2 is over the administrative area of the facility and was installed in 1990/2003 during the construction/renovation of the public works facility. The roof section was restored in 2014 and is under warranty until 2024.

The City's roof inspection consultant has recommended replacement after the warranty period has expired based on the lifecycle deterioration and some minor ongoing issues.

It is anticipated that the roof will be replaced alongside the replacement of Roof Section 1.

Costs Incurred to 2024 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 195,000

Schedule:

Construction Start Date: 06/01/2025

Substantial Completion or purchase date: 06/30/2025

Funding Sources:

Tax Levy	\$ 195,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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	With the exception of limited visitors to the front counter, the equipment storage facility is accessed by public works staff only.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety unless the roof deteriorates to the point that there is leakage and structural weakening.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure based on the lifecycle and other deterioration.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight improvement on operational efficiency by reduced maintenance related repairs.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Public Works Building Roof Section 3 Replacement

25M.8

Priority Score: 23.40

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

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	1900 20th St. E.

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 30,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 30,000	\$ 0	\$ 0

Description and Rationale:

Roof Section 3 is over the equipment storage area of the facility and was installed in 1990 during the construction of the public works facility. The roof section was restored in 2014 and is under warranty until 2024.

The City's roof inspection consultant has recommended replacement after the warranty period has expired based on the lifecycle deterioration and some minor ongoing issues.

It is anticipated that the roof will be replaced alongside the replacement of Roof Section 1&2.

Costs Incurred to 2024 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 30,000

Schedule:

Construction Start Date: 06/01/2025

Substantial Completion or purchase date: 06/30/2025

Funding Sources:

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

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	Roof Section 3 of facility is accessed by public works staff only.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety unless the roof deteriorates to the point that there is leakage and structural weakening.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure based on the lifecycle and other deterioration.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight improvement on operational efficiency by reduced maintenance related repairs.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Public Works Depot Staff Area Updates

25M.9

Priority Score: **20.80**

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	20
Future Replacement Cost:	\$54,200

Priority Level:	Low
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	900 20th St. E.

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 30,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 30,000	\$ 0	\$ 0

Description and Rationale:

The Murray Macdonald building was renovated in 2003, and included an update to the staff area at that time. This area is where staff convene in the morning, lunch hour, and at the end of the day and is well utilized. The space is in need of rehabilitation including the replacement of the existing cabinets and appliances, painting, and replacement of tables and chairs.

Costs Incurred to 2024 Year End

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

Schedule:

Construction Start Date: 07/01/2025

Substantial Completion or purchase date: 07/31/2025

Funding Sources:

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

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

Billy Bishop Museum Accessibility Upgrades

25M.10

Priority Score: **31.60**

Project Type:	Enhancement
Growth Related?:	No
Estimated Useful Life (years):	10-50 years
Future Replacement Cost:	\$50,000

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	948 3rd Ave. W.

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 20,000	\$ 30,000	
Materials			
Equipment/Misc			
Contingency			
Total	\$ 20,000	\$ 30,000	\$ 0

Description and Rationale:

The Bill Bishop Museum was constructed in 1884 and is considered a National Historic Site of Canada. The ongoing maintenance and rehabilitation of the building strives to maintain the heritage look while making the site site accessible to visitors. This has proven to be a challenge in the past with previous work being "shoe-horned" into existing spaces.

The proposed project will aim to improve on-site accessible parking and access throughout the main floor of the building.

Costs Incurred to 2024 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 50,000

Schedule:

Construction Start Date: 09/01/2025

Substantial Completion or purchase date: 05/01/2026

Funding Sources:

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

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	The facility receives between 2,500 and 4,999 visitors annually.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	There are threshold and inadequate turning radius which can restrict movement of accessible devices, leading to potential accidents.
Legislation	Is the project required for legislative/regulatory compliance?	3	Although these features are not triggered until a building permit has been obtained, the proposed work will move the facility towards current OBC standards.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	Enhancement to an existing asset.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for accessibility grant funding but will not be confirmed until closer to the time.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	This project will build on previous accessibility improvements at this facility.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	0	The project may have a negative impact on the aesthetic value from a heritage standpoint due to the addition of asphalt or replacement of building features.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	Project is not directly aligned to the strategic plan.
Public Input	Has the project been identified through public engagement?	2	The need for improved accessibility has been noted through informal feedback.

BBM Interior Rehabilitation

25M.11

Priority Score: **34.60**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 20
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:	2025	2026	2027+
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 15,000	\$ 15,000	\$ 30,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 15,000	\$ 15,000	\$ 30,000

Description and Rationale:

The Billy Bishop Museum (BBM) was constructed in 1884. The interior of the BBM requires ongoing repair and maintenance. There is a partnership between the City and the BBM for the research, contracting and element details of the project. The interior repairs do not require a heritage permit, but any work that is scheduled to be complete on the exterior requires a permit. The repairs will be complete by a contractor that has a specialty in heritage preservation. Scope of work includes, but is not limited to, lead paint abatement, plaster repairs, trim restoration and preservation of other heritage features.

Costs Incurred to 2024 Year End \$ 30,000

Impact on Operating Budget \$ 0

Total Project Budget: \$ 90,000

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

Tax Levy \$ 90,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0



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?	2	Injuries requiring medical attention may result due to unsecure drywall.
Legislation	Is the project required for legislative/regulatory compliance?	3	The condition of some building features have deteriorated to the stage that they may not be compliant with the City's property standards bylaw.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	Enhancement to an existing asset.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness through cleaner surfaces.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding
Environment	Does the project address needs impacted by climate change?	1	Little of no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Will improve look of interior
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Water Meters Replacement Tender 25N.1

Priority Score: **60.60**

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 50
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:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 3,500,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 3,500,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End \$ 0

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

Total Project Budget: \$ 3,500,000

Schedule:
 Construction Start Date: 01/01/2025
 Substantial Completion or purchase date: 12/31/2025

Funding Sources:

Water Rates	\$ 3,500,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:
 Many of the City's residential water meters, representing most of the meters, were first installed in the early 1990's. The capital plan has, for some time, had a "placeholder" recognition that at some point a large-scale replacement would be needed. However, it has become apparent that this project should be implemented as soon as 2025, for the following reasons:

- a-There are an increasing number of meters requiring maintenance.
- b-As meters get older they have greater potential for decreased accuracy especially on the lowest end of the flow range.
- c-There are now opportunities for improved technology which would:
 - 1 Decrease reading effort and costs
 - 2 Open up options for a more frequent reading schedule
 - 3 Make tracking water losses more accurate, especially for homes running water to prevent freezing in winter
- d-A larger scale project should reduce unit costs, compared to a more incremental approach.

Attach Images: 25N.1.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	Most of the City's residential customers will be affected.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Due to their locations, accessing many water meters to obtain readings poses a health and safety risk to staff.
Legislation	Is the project required for legislative/regulatory compliance?	3	Ability to meter all locations is key to system financial sustainability.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	Many water meters are approaching or have reached the end of their useful life.
Operational Performance	If the project 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	Increased operating costs are currently realized due to the difficulty reading the meters, and possible lost revenue.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding. Funded through water rates.
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.

Sewer Video Inspections

250.1

Priority Score: **61.40**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 50
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:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 60,000		\$ 60,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 60,000	\$ 0	\$ 60,000

Costs Incurred to 2024 Year End \$ 0

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

Total Project Budget: \$ 120,000

Schedule:
 Construction Start Date: 06/01/2025
 Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Waste Water Rates	\$ 120,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

In 2013/14 ,the majority of the wastewater collection system was TV inspected. This information helped guide rehabilitation efforts since that time. Some annual TV inspection has been done on an ad-hoc basis yearly, but more of the system should be inspected to ensure structural integrity and to guide future rehabilitation work.

Detailed and current condition information facilitates the following:

- Ensuring rehab/replacement monies are spent in the most efficient way possible by guiding prioritization of projects, and selection of rehabilitation strategy.
- uncovers sources of extraneous flow which exacerbates potential for sewage surcharge, backups and overflows and taxes the treatment system.

Attach Images: 250.1.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	The TV Inspection area will be a significant portion of the City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	This is intended to enhance protection of the public health and safety by ensuring poor condition assets are monitored and/or replaced, ultimately reducing occurrences of sewage blockages and overflows.
Legislation	Is the project required for legislative/regulatory compliance?	5	Environmental Protection Act. Will ensure environmental approval compliance from MECP.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This work will guide future replacement and rehabilitation, by providing detailed condition data for asset management purposes.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Operational Improvements have been realized via system rehab, ie manhole benching. By targeting asset rehabilitation on areas with high inflow and infiltration, system capacity and performance can be improved.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding. Funded through wastewater rates.
Environment	Does the project address needs impacted by climate change?	2	Relevant factor for this project since flows can be associated with climate change, and reducing I/I will render the infrastructure more resilient to climate change-induced storm and snowmelt events.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The Project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not visible).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

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

25P.2

Priority Score: 59.70

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: 11/30/2028

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?	5	This project is 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?	3	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.

Asphalt & Concrete Replacement

25P.4

Priority Score: **81.30**

Project Type: Maintenance
Growth Related?: No
Estimated Useful Life (years): 40
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Very High
Department: Public Works and Engineering
Staff Contact: Chris Webb
Location/Coordinates: Various

Cash Flow Projection:	2025	2026	2027 +
Studies			
In House Engineering	\$ 15,000	\$ 15,000	\$ 30,000
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 605,000	\$ 605,000	\$ 1,210,000
Materials			
Equipment/Misc	\$ 80,000	\$ 80,000	\$ 160,000
Contingency			
Total	\$ 700,000	\$ 700,000	\$ 1,400,000

Description and Rationale:
 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.

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 2,800,000

Schedule:
 Construction Start Date: 02/01/2025
 Substantial Completion or purchase date: 11/01/2027

Funding Sources:

Federal Gas Tax	\$ 2,800,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Attach Images: 25P.4jpg.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	Roads being resurfaced will improve local and commuter traffic throughout the City and generally benefits all road users in the City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Injuries may result if roads are not resurfaced from drivers or cyclists avoiding potholes or other deficiencies in the road
Legislation	Is the project required for legislative/regulatory compliance?	4	The City has minimum maintenance standards it is required to meet.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	This is included in the Asset Management Plan. Failure to seal road ways can impact infrastructure under the road decreasing the life of multiple 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	Road resurfacing will reduce operation costs associated with the road maintenance (eg repairing pot holes).
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	This is funded by Federal Gas Tax.
Environment	Does the project address needs impacted by climate change?	2	Minor positive impact will be realized from this project due to improved drainage.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	Some sidewalk replacement and improved cycling (active transportation enhancements).
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?	4	This project is identified in the strategic plan to improve road conditions
Public Input	Has the project been identified through public engagement?	4	Road resurfacing has been requested multiple times through public engagement

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

25P.10

Priority Score: 66.00

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	\$ 5,000	\$ 20,000	\$ 10,000
Design or Engineering	\$ 120,000	\$ 350,000	\$ 50,000
Communication / Signage			
Construction / Contractor		\$ 4,935,300	
Materials			
Equipment/Misc			
Contingency		\$ 530,000	
Total	\$ 125,000	\$ 5,835,300	\$ 60,000

Costs Incurred to 2024 Year End \$ 125,000

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

Total Project Budget: \$ 6,145,300

Schedule:	
Construction Start Date:	05/04/2025
Substantial Completion or purchase date:	11/27/2028

Funding Sources:	
Tax Levy	\$ 549,000
Grant	\$ 2,700,000
Water Rates	\$ 2,808,000
Waste Water Rates	\$ 88,300
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) was 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?	3	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 Ave E - 32nd St E to Kenny Drain - Reconstruction

25P.13

Priority Score: 44.10

Project Type:	Replacement
Growth Related?:	Yes
Estimated Useful Life (years):	100

Priority Level:	Moderate
Department:	Public Works and Engineering
Staff Contact:	Chris Webb

Cash Flow Projection:	2025	2026	2027+
Studies			
In House Engineering	\$ 10,000	\$ 5,000	\$ 2,000
Design or Engineering	\$ 140,000	\$ 80,000	
Communication / Signage			
Construction / Contractor		\$ 1,335,000	\$ 18,000
Materials			
Equipment/Misc			
Contingency		\$ 80,000	
Total	\$ 150,000	\$ 1,500,000	\$ 20,000

Costs Incurred to 2024 Year End	\$ 0
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 1,670,000
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Schedule:	
Construction Start Date:	05/04/2026
Substantial Completion or purchase date:	11/27/2028

Funding Sources:	
Tax Levy	\$ 203,000
Water Rates	\$ 1,307,000
Debenture	\$ 160,000
Please Select	
Please Select	
Capital Reserve	

Description and Rationale:

This project involves the replacement of the existing AC watermain with a new PVC watermain of the same size (300 mm dia.) on 9th Avenue east and the installation of a PRV/PSV and chamber near the Kenny Drain to sustain water supply to the Municipal and Industrial pressure zones. As part of the project, the road will be rehabilitated to a rural cross-section. This project also supports the Sky Dev residential apartment buildings complex development at 3195 East Bayshore Road.

The cost in 2025 is for design engineering consulting cost. The 2026 cost is for construction contract administration, inspection and materials testing. The \$20,000 amount in 2027 is for the maintenance period administration over 2026 and 2027 at \$10,000 per year.

\$160,000 in funding source is SkyDev contribution in 2026.

There may be a minor reduction in road maintenance expense due to the road surface upgrading but this is difficult to quantify. There is no expected savings in operating expense related to the watermain replacement, however there may be an avoided cost related to expected future watermain breaks and risk associated with loss of water service.

Attach Images: 9th Ave E - 32nd St E to KD - Reconstruction.pdf

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	3	This project will benefit approximately 3,000 residential population and the use of the Kiwanis Soccer Complex and nearby industrial.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	The level of risk is increasing for health and safety leading to possible illness if the water supply is compromised.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	This asset is showing signs of failure and delayed maintenance may cause increased costs in the future.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding; however, a small contribution from the developer will be required.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain water system supply integrity.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	1	This project has been mentioned in unsolicited feedback in terms of the site plan approval for the Sky Dev development.

Replace/Install New Streetlights - Conventional

25Q.1

Priority Score: 59.00

Project Type: Replacement
 Growth Related?: No
 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: Various

Cash Flow Projection:	2025	2026	2027 +
Studies			
In House Engineering	\$ 2,000	\$ 2,000	\$ 4,000
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 36,000	\$ 40,000	\$ 88,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 38,000	\$ 42,000	\$ 92,000

Description and Rationale:
 This funding is required to replace or install new conventional streetlight poles and luminaires throughout the City.

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 172,000

Schedule:

Construction Start Date: 02/01/2025

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

Reserves \$ 172,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Attach Images: 25q.1.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	This improves lighting quality, reliability and security at selected locations throughout the City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Modest improvements to health and safety will be addressed due to improved lighting in the area.
Legislation	Is the project required for legislative/regulatory compliance?	3	This project will assist in ensuring that the City remains in compliance with MMS.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Moderate probability of consequences with low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Minor improvements to operational performance is anticipated due to replacement of aging luminaires and light poles.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funding from a reserve
Environment	Does the project address needs impacted by climate change?	1	This project will address climate change needs by replacing existing lighting with more energy efficient units.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Minor impact will be realized from this project.
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?	4	This project supports active transportation within the City
Public Input	Has the project been identified through public engagement?	2	Residents expect streetlights to be functional and provide requests for repairs rapidly. Urban residents expect a high level of performance from streetlights.

Vehicle Detection Installation (wireless traffic sensors)

25Q.2

Priority Score: 42.60

Project Type: Enhancement
 Growth Related?: No
 Estimated Useful Life (years): 20
 Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate
 Department: Public Works and Engineering
 Staff Contact: Chris Webb
 Location/Coordinates: Various

Cash Flow Projection:	2025	2026	2027 +
Studies			
In House Engineering	\$ 2,000	\$ 2,000	\$ 4,000
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 26,000	\$ 28,000	\$ 63,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 28,000	\$ 30,000	\$ 67,000

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 125,000

Schedule:
 Construction Start Date: 03/25/2025
 Substantial Completion or purchase date: 12/31/2028

Funding Sources:
 Tax Levy \$ 125,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Description and Rationale:

This annual project replaces and upgrades existing vehicle detection systems at intersections that have traffic signals to improve the reliability and accuracy of vehicle detection. Existing detection systems include hard wired loops and wireless RF detectors embedded in the road asphalt that perform well but are subject to deterioration and failure after approximately 5 to 10 years, depending on a number of factors. When they fail, a traffic signal that normally rests on green for the main street (with higher traffic volumes) will go into continuous recall mode and the signals "cycle" regardless of side street vehicle presence indefinitely until the detector is replaced. This results in unnecessary delays and driver frustration. New technologies such digital video cameras and programmable detection zones offer increased reliability, adaptability and flexibility plus, instead of taking manual counts, they can continuously capture and record traffic (including vehicle types) and pedestrian data to be used as input for traffic and pedestrian signal analysis in order to optimise signal timing and/or improve intersection safety.

The annual budget cost indicated is sufficient to upgrade or convert one intersection from an embedded pavement system to a camera-based system or install real time data capturing system for a number of intersections that can be used to update signal timing continuously, depending on the intersection location and requirements.

Attach Images: 25q.2.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	This project will have significant improvements to vehicular traffic throughout the City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Minor impacts on health and safety are expected due to this project
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.	3	Moderate probability of failure with low consequences (inconvenience and inefficiency) are anticipated due to aging equipment.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Moderate operational performance is anticipated on current operations by reducing service calls due to detection failure.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No funding opportunities are currently anticipated with this project
Environment	Does the project address needs impacted by climate change?	1	This project will have a minor impact on environment as a result due to avoiding unnecessary vehicle idling on main streets.
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	No impact
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	City staff receive frequent complaints and comments from the public when vehicle detection systems fail.

New Accessible Pedestrian Signals (APS)

25Q.3

Priority Score: **41.00**

Project Type: Enhancement
Growth Related?: No
Estimated Useful Life (years): 20
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate
Department: Public Works and Engineering
Staff Contact: Chris Webb
Location/Coordinates: Various

Cash Flow Projection:	2025	2026	2027 +
Studies			
In House Engineering	\$ 1,000	\$ 1,000	\$ 2,000
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 27,000	\$ 29,000	\$ 65,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 28,000	\$ 30,000	\$ 67,000

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 125,000

Schedule:
 Construction Start Date: 03/25/2025
 Substantial Completion or purchase date: 11/30/2028

Funding Sources:

Tax Levy	\$ 125,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This is an annual programme to replace existing or install new Accessible Pedestrian Signals, as per AODA requirements, at intersections equipped with traffic signals.

Due to its relative infancy and use in colder climates, this technology is constantly evolving and improving. As well, it seems to be more susceptible to failure, damage, and possibly vandalism, and, to date, has to be replaced more frequently than conventional pedestrian signal systems.

The cost indicated in the budget is sufficient to completely replace or install a new APS at one intersection.

Attach Images: 25q.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?	4	This project will result in increases in pedestrian traffic throughout the City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Some improvements in health and safety are expected due to this project
Legislation	Is the project required for legislative/regulatory compliance?	4	This project is required to continue in order to be compliant with AODA and MMS.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Moderate probability of failure with low consequences are anticipated due to aging 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.	1	Few effects are anticipated on current operations. Improved reliability will reduce calls for service and therefore operational expense.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No funding opportunities are currently anticipated with this project
Environment	Does the project address needs impacted by climate change?	2	This project will have some positive effects on the environment by encouraging persons with disabilities to walk instead of driving or being driven.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will encourage persons with disabilities to participate in active transportation.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Minimal impact on aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery
Public Input	Has the project been identified through public engagement?	2	This type of infrastructure is requested and supported by the public and AAC.

Traffic Controller Replacement

25Q.4

Priority Score: **49.90**

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 20
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: High
Department: Public Works and Engineering
Staff Contact: Chris Webb
Location/Coordinates: Various

Cash Flow Projection:	2025	2026	2027 +
Studies			
In House Engineering	\$ 1,000	\$ 1,000	\$ 2,000
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 27,000	\$ 29,000	\$ 65,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 28,000	\$ 30,000	\$ 67,000

Description and Rationale:

This is an annual budget to cover the cost to replace or upgrade traffic signal controllers. The City presently has 23 full traffic signal systems, 3 flashing signals and 4 pedestrian crossover signals at intersections or mid-block crossings with each having an expected service life of 25 years. With development and increasing traffic volumes, the number of signalised intersections is expected to increase. The average cost to replace a traffic signal controller and cabinet is \$26,000 while a pedestrian crossover controller costs approximately \$10,000. Based on the expected service life and number of controllers, the City should be replacing one controller every year.

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 125,000

Schedule:

Construction Start Date: 03/25/2025

Substantial Completion or purchase date: 12/31/2029

Funding Sources:

Tax Levy \$ 125,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

It should be noted that an unplanned and unbudgetted traffic controller replacement was required in 2023 at the 2nd Avenue East - 1000 mid-block pedestrian crossing. With new safe pedestrian crossover systems being approved at the Provincial level, it was possible to replace the failed and obsolete traffic controller (one of the oldest in the City's system) with a pedestrian crossover system, resulting in lower capital replacement and ongoing operating cost.

Where new intersections are being developed in greenfield areas, consideration will be given to construct roundabouts instead of conventional intersections with traffic signals.



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 have significant improvements to vehicular traffic
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 has a positive impact on traffic and pedestrian safety.
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	Moderate probability of failure with moderate to high consequences are anticipated due to aging 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.	1	Little or no effect is anticipated on current operations
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No funding opportunities are currently anticipated with this project
Environment	Does the project address needs impacted by climate change?	1	This project will have no impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	This project will have a moderate direct impact on public users when upgrades are made to accommodate AODA and active transportation initiatives.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	This project will have minimal aesthetic impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	This has not been identified by the public

Traffic Counter Equipment

25Q.5

Priority Score: **66.70**

Project Type: New Asset
Growth Related?: No
Estimated Useful Life (years): 20
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: High
Department: Public Works and Engineering
Staff Contact: Lara Widdifield
Location/Coordinates: Various

Cash Flow Projection:	2025	2026	2027
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 2024 Year End \$ 0

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

Total Project Budget: \$ 40,000

Schedule:
 Construction Start Date: _____
 Substantial Completion or purchase date: 01/06/2025

Funding Sources:

Grant	\$ 40,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

The City of Owen Sound services and maintains over 280 lane kilometres of roadway. The foundation of the City’s response to road maintenance standards is an accurate traffic count database, recording traffic as Average Daily Traffic (ADT) for each road segment. The ADT is then combined with the road section speed limit to determine the road maintenance classification, which determines the allowable response time for summer and winter road deficiencies. The last comprehensive traffic count in the city was undertaken in 2016, with no ability for City Staff to conduct periodic spot checks or interim traffic counts without outsourcing a widespread contract. Traffic counts are recommended by the Transportation Association of Canada to be undertaken on a five-year rotation. The purchase of 4 traffic counting units to allow staff to maintain the database of traffic volumes in the future to maintain the 5 year best practice for traffic counting. The intention is that the Traffic Technologist, assisted by Public Works Staff as needed, will conduct the traffic counter setup and removal. Public works will plan the deployment rotation with Engineering supporting as necessary. This work is anticipated to be able to be completed within the existing staff complement while still allowing time for other traffic-related investigations. Staff are estimating the purchase of four traffic counting units, two of which shall have high-capacity batteries (for one-week duration counts), mounting hardware, staff training, a rugged laptop and requisite software and vendor-provided technical support are expected to cost approximately \$40,000. There is no subscription fee for the software.

Attach Images: Black Cat open.png; Black Cat front.png

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

Traffic Counter Equipment

25Q.5

Priority Score: **66.70**

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	This initiative affects the City's compliance with Minimum Maintenance Standards for the overall road network, therefore it affects all road users.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	It is possible to outsource a comprehensive traffic counting program on a repeating (5-year interval) basis to comply with the MMS, however doing so would eliminate the ability for City Staff to be proactive and react to complaints from the public.
Legislation	Is the project required for legislative/regulatory compliance?	3	See above
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	Having current traffic volume data can be used as concrete (pun) data towards the rational decision-making tree of road rehabilitation priority ranking.
Operational Performance	If the project 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	Because the City outsources traffic counting and presumably due to either human or financial resource limitations, the last traffic counts were undertaken in 2016, so without equipment to undertake interim measurements, it is likely that trend could continue and we will struggle to justify maintenance classes for liability. In-sourcing would be absorbed within the wage allocation of the existing staff complement.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	The project is proposed to be funded from remaining Municipal Modernization Grant allocation therefore there would be no impact to the tax levy.
Environment	Does the project address needs impacted by climate change?	1	Theoretically, vehicles use less fuel on a smoother road surface, so if the vehicle counts are used to optimize road rehabilitation projects then it could have a minimal impact.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	N/A
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Only in the aspect of using the data to better inform the priority ranking and more efficient use of funding for road rehabilitation projects.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	5	Yes. The information gathered with this equipment can relate directly to the objectives of City that Moves and Safe City.
Public Input	Has the project been identified through public engagement?	1	No, however having traffic monitoring equipment will allow Staff to spot-check complaints from the public such as requests for traffic calming or stop sign/crosswalk warrants.

Green Bin Program

25S.1

Priority Score: **55.40**

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

Priority Level: High
Department: Public Works and Engineering
Staff Contact: Heidi Jennen
Location/Coordinates: Various

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

Costs Incurred to 2024 Year End

Impact on Operating Budget \$ 0 \$ 0

Total Project Budget: \$ 600,000

Schedule:
 Construction Start Date: 03/01/2025
 Substantial Completion or purchase date: 12/31/2025

Funding Sources:

Reserves	\$ 600,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

In 2023, the Waste Management Strategy (WMS) was approved by City Council. One of the highest priorities identified in the WMS, based on public consultation, is the implementation of a residential Green Bin (kitchen organics) collection and processing service.

Going forward, there will be a focus on climate action planning dependencies including, but not limited to environmental initiatives related to public transportation, waste management, vehicle/fleet usage, infrastructure such as potable water supply, wastewater systems and storm water management and drainage systems.

A strategic balance among reducing energy usage, encouraging technological innovation, and changing behaviors leading to a healthier and more sustainable future will be required.

Enhancing the City's resiliency and capacity for mitigating and adapting to the impacts of climate change will be necessary. Supporting and promoting healthy lifestyles will be a priority as well.

To address the above issues in part, and as identified in the WMS, it is recommended that the City undertake a pilot project prior to implementing a full programme.

Summer of 2023, an RFP will be issued to seek a consultant to conduct a green bin feasibility study.

2025 - First Year Operations
 \$600,000 initial cart purchase costs

Attach Images: [SWS-GreenBin-Banner \(1\).png](#)

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 facility services the needs of all residents in the City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	3	Waste management is a legislative requirement. Organics collection in municipalities the size of Owen Sound may become legislated.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Project is a new asset and therefore not included in an asset management plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Financial savings will be achieved once project is completed as reduction in the waste generated will reduce operating costs for the City.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded through Sale of Garbage Equipment Reserve.
Environment	Does the project address needs impacted by climate change?	3	Increasing organics diversion will reduce GHG.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	All residents of the City will be impacted by this initiative.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	5	A Green City is outlined in the Strategic Plan
Public Input	Has the project been identified through public engagement?	3	Public Consultation through the Waste Management Strategy identified this as a key action/high priority item in the WMS with public support.

Thermal Imaging Cameras

25U.1

Priority Score: **53.00**

Project Type: Replacement
 Growth Related?: No
 Estimated Useful Life (years): 10 years

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

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 28,000		
Contingency			
Total	\$ 28,000	\$ 0	\$ 0

Costs Incurred to 2024 Year End

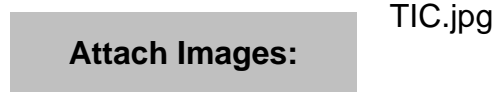
Impact on Operating Budget \$ 0 \$ 0 \$ 0

Total Project Budget: \$ 28,000

Schedule:
 Construction Start Date: 01/01/2025
 Substantial Completion or purchase date: 12/31/2025

Funding Sources:
 Tax Levy \$ 28,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Description and Rationale:
 Thermal Imaging Cameras (TIC) are an integral piece of firefighting technology. The use of TIC increases firefighter effectiveness and safety. NFPA 1801 is the standard for TIC use. Replacement of TIC units is recommended not greater than 12 years of service life.
 The current asset is 17 years old and no longer supported by the manufacturer.



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Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	Firefighters are the end user of the Asset.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Failure of the asset would be directly detrimental to the safety of staff.
Legislation	Is the project required for legislative/regulatory compliance?	4	Project is required to continue to be compliant - NFPA 1801 - 10 year replacement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	High consequence of failure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness through new technology.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded through Fire Equipment Reserve.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Fire Station Administration HVAC Replacement - Furnace & AC

25U.2

Priority Score: 24.10

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$104,690

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

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

Description and Rationale:

The existing furnace and air conditioning unit that provided climate control to the administrative areas of the Fire Station is at the end of its useful life. A similar unit failed in 2022 and required emergency replacement. This replacement will include an upgrade to add improved ventilation to this space. Alternatively, and subject to the design component of the fire station renovation/addition project, the funding from this project can be reallocated to a larger packaged HVAC unit.

Costs Incurred to 2024 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 50,000

Schedule:

Construction Start Date: 05/01/2025

Substantial Completion or purchase date: 05/31/2025

Funding Sources:

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

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 equipment serves only the administrative areas of 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	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.	3	There is a moderate likelihood of failure, with a low risk as the equipment should be available in the marketplace.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations, with the exception of reduced maintenance.
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.

Bunker Gear Drying Rack

25U.3

Priority Score: **55.60**

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

Priority Level: High
 Department: Corporate Services
 Staff Contact: Phil Eagleson
 Location/Coordinates: Fire Station

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 8,000		
Contingency			
Total	\$ 8,000	\$ 0	\$ 0

Description and Rationale:

"Bunker Gear" PPE protects firefighters from harm in the heat of a fire. The PPE must be inspected and washed after every use in a fire.

A PPE Drying Rack is required to keep our turnout gear, boots, gloves, and other protective equipment in great condition.

In-house cleaning of the PPE reduces the need to send our PPE away for more costly third party cleaning.

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 8,000

Schedule:

Construction Start Date: 01/01/2025

Substantial Completion or purchase date: 12/31/2025

Funding Sources:

Tax Levy \$ 8,000

Please Select

Please Select

Please Select

Please Select

Capital Reserve \$ 0

Attach Images: gear dryer.jpg

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

Bunker Gear Drying Rack

25U.3

Priority Score: **55.60**

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	Direct users of equipment are Firefighters. The rescue equipment serves all residents and visitors to Owen Sound.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Injury or death to First Responders needing the equipment. If the Bunker gear fails from lack of proper maintenance, firefighter injury may occur.
Legislation	Is the project required for legislative/regulatory compliance?	5	Legislated by NFPA bunker gear must be washed and maintained as required by the standard.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Regular scheduled replacement of In-service equipment.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Bunker Gears require regular maintenance and if the dryer was to fail we would need to ship gear away for more costly cleaning by a third party service provided resulting in addition cost. As a worst case scenario if a firefighter does not have cleaned and dried PPE we would need to provide overtime to maintain minimum staffing.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No funding or grants available at this time.
Environment	Does the project address needs impacted by climate change?	0	Minimal impact from Climate Change
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	No value to diversity
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Regular cleaning and maintenance of the Bunker Gear maintenance the overall appearance of the Asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	Fire and Emergency response are core services. The Strategic Plan identifies "Safe City" as a priority.
Public Input	Has the project been identified through public engagement?	0	No public engagement

Bunker Gear Replacement

25U.4

Priority Score: **61.80**

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: Fire Hall

Cash Flow Projection:	2025	2026	2027 +
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	\$ 30,000	\$ 42,000	\$ 75,000
Equipment/Misc			
Contingency			
Total	\$ 30,000	\$ 42,000	\$ 75,000

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 147,000

Schedule:
 Construction Start Date: 01/01/2025
 Substantial Completion or purchase date: 12/31/2028

Funding Sources:

Reserves	\$ 147,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting requires replacing PPE assets every ten years or as needed.

This is a multi-year, recurring annual project (every year replacement of Bunker Gear is required).

This detail sheet covers a period of 2025 - 2028.

2025 - Assets requiring replacement include:
 4 x bunker gear replacements
 3 x replacement boots

2026 - Assets requiring replacement include:
 4 x bunker gear replacements
 3 x replacement boots

2027 - Assets requiring replacement include:
 5 x bunker gear replacements
 6 x helmet replacements
 3 x boots replacement
 24 x balaclava replacement
 24 x gloves replacement

2028 - Assets requiring replacement include:
 4 x bunker gear replacements
 5 x replacement boots
 2 x balaclava replacement
 2 x glove replacement

25 year - PPE replacement schedule has recently been created. This document will forecast future replacement needs.

Attach Images: PPE.jpg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	26 Suppression Firefighters & 5 support personnel
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	The highest priority is that we provide adequate and appropriate PPE to protect our Firefighters.
Legislation	Is the project required for legislative/regulatory compliance?	5	NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting. PPE replacement is required every 10 years, or sooner based on condition.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	Failure of Asset can result in critical injury.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Replacement of the asset increases reliability of operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Funded through reserves (Bunker Gear Reserve)
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	Scheduled replacement of the pooled asset includes funding for future PPE replacement of diversity recruitment opportunities.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	Replacement of equipment with newer, more modern equipment will greatly improve aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports Core service delivery.
Public Input	Has the project been identified through public engagement?	0	No Public Engagement process

Small Equipment, Tools and Supplies - Pooled Assets

25U.5

Priority Score: 42.40

Project Type: Replacement
 Growth Related?: No
 Estimated Useful Life (years): 1 yr (supplies) - 15 yrs (equipment)
 Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate
 Department: Fire
 Staff Contact: Phil Eagleson
 Location/Coordinates: Fire Hall

Cash Flow Projection:	2025	2026	2027+
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 5,300	\$ 5,400	\$ 11,100
Contingency			
Total	\$ 5,300	\$ 5,400	\$ 11,100

Description and Rationale:
 This is a multi-year, recurring annual project.
 Pooled capital assets of tools, equipment, supplies and consumables.
 Example: Medical supplies. (One use - Disposable)
 This detail sheet covers a period of 2025 - 2028.
Note:
 Consider reallocating project funding to the operating budget on an annual basis.

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 21,800

Schedule:
 Construction Start Date: 01/01/2025
 Substantial Completion or purchase date: 12/31/2028

Funding Sources:
 Tax Levy \$ 21,800
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Attach Images: Equipment.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?	1	Fire Staff will be directly impacted
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Medical Supplies and Equipment needs to be kept up to date for safety reasons
Legislation	Is the project required for legislative/regulatory compliance?	3	Legislation requires equipment is in safe and usable condition
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	Not covered by AM plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Newer equipment will be easier and safer to use.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Newer equipment will look better
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports Core Service Delivery - "Safe City"
Public Input	Has the project been identified through public engagement?	0	N/A

Fire Station Accessory Garage Roof Replacement

25U.6

Priority Score: 18.80

Project Type:

Growth Related?:

Estimated Useful Life (years):

Future Replacement Cost:

Priority Level:

Department:

Staff Contact:

Location/Coordinates:

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 7,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 7,000	\$ 0	\$ 0

Description and Rationale:

The accessory garage at the Fire Station was constructed in 1987. The building is used for seasonal storage for Fire Services. The building has not received significant investment since its construction. The project will involve the replacement of the existing roof of the facility.

The continued deterioration of these assets will reduce the security of the building and move the building towards non-compliance with respect to the City's property standards by-law.

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 7,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Tax Levy \$ 7,000

Please Select

Please Select

Please Select

Please Select

Capital Reserve \$ 0

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	There is no impact on people until the roof fails and items cannot be stored inside this facility.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety at the current stage of deterioration.
Legislation	Is the project required for legislative/regulatory compliance?	1	The current condition is within the requirements of the City's property standards by-law.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and consequence of failure in the 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.	2	The timely replacement will stop further deterioration and more costly repairs to other building components, especially its structural components.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There are no other funding sources for this project.
Environment	Does the project address needs impacted by climate change?	1	There is no direct impact on the environment at this time.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	This project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The timely replacement of the roof will maintain the ability to store materials in this location and will maintain compliance with the City's property standards by-law.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core service by maintaining the facilities required to deliver fire services.
Public Input	Has the project been identified through public engagement?	0	The condition has not deteriorated to the point that the public has made comment on the state of the building.

Fire Station Accessory Garage Overhead Door and Entrance Door Replacement

25U.7

Priority Score: 18.80

Project Type:

Growth Related?:

Estimated Useful Life (years):

Future Replacement Cost:

Priority Level:

Department:

Staff Contact:

Location/Coordinates:

Cash Flow Projection:	2025	2026	2027
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 6,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 6,000	\$ 0	\$ 0

Description and Rationale:

The accessory garage at the Fire Station was constructed in 1987. The building is used for seasonal storage for Fire Services. The building has not received significant investment since its construction. The project will involve the replacement of the existing overhead and entrance doors due to failure of the frames and components.

The continued deterioration of these assets will reduce the security of the building and move the building towards non-compliance with respect to the City's property standards by-law.

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 6,000

Schedule:

Construction Start Date:

Substantial Completion or purchase date:

Funding Sources:

Tax Levy	\$ 6,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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	There is no impact on people until the doors fail and items cannot be stored inside this facility.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety at the current stage of deterioration.
Legislation	Is the project required for legislative/regulatory compliance?	1	The current condition is within the requirements of the City's property standards by-law.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and consequence of failure in the 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.	2	The timely remediation of the doors will stop further deterioration and more costly repairs to other building components.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There are no other funding sources for this project.
Environment	Does the project address needs impacted by climate change?	1	There is no direct impact on the environment at this time.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	This project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The timely replacement of the doors will maintain the ability to store materials in this location and will maintain compliance with the City's property standards by-law.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core service by maintaining the facilities required to deliver fire services.
Public Input	Has the project been identified through public engagement?	0	The condition has not deteriorated to the point that the public has made comment on the state of the building.

OSNGUPL Masonry Re-pointing

25V.1

Priority Score: **30.10**

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

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

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

Costs Incurred to 2024 Year End

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

Total Project Budget: \$ 50,000

Schedule:
 Construction Start Date: 04/01/2025
 Substantial Completion or purchase date: 10/31/2026

Funding Sources:
 Tax Levy \$ 50,000
 Please Select
 Please Select
 Please Select
 Please Select

Description and Rationale:
 The Owen Sound North Grey Union Public Library was originally constructed in 1914, with an addition in 1971, both with brick veneer. In an effort to maintain the exterior building envelope staff are proposing to re-point the existing exterior. Staff will consult with the Planning & Heritage Division as the building is designated under the City's Heritage By-law.

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	The annual visitors to the Library facility are in excess of 10,000 individuals.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Deterioration of the existing exterior can lead to building deterioration. Failing masonry can require medical attention if a brick were to fall on a visitor or staff.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	The intention is to rehabilitate the exterior of the building before it deteriorates to an unsafe condition.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations if the exterior continues to remain sealed.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

OSNGUPL Window Replacement

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
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Total Project Budget: \$ 125,000

Schedule:
Construction Start Date: 03/01/2025
Substantial Completion or purchase date: 05/31/2025

Funding Sources:	
Tax Levy	\$ 125,000
Please Select	
Please Select	
Please Select	
Please Select	

Description and Rationale:

The Owen Sound North Grey Union Public Library was originally constructed in 1914, with an addition in 1971, both with brick veneer. In an effort to maintain the exterior building envelope staff are proposing to replace existing windows. Staff will consult with the Planning & Heritage Division as the building is designated under the City's Heritage By-law.

Attach Images:

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Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	The average annual visitors exceeds 10,00 individuals.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Deterioration of the doors and windows can lead to unsecured buildings.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	The intention is to replace the existing doors and windows before it deteriorates to an unsafe condition.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations - the rehabilitation work will have minimal impact on operations if the exterior continues to remain sealed.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Computer Capital -Council I pads and Staff Smart Phones

26A.1

Priority Score: 33.00

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	3 to 5 Years
Future Replacement Cost:	\$28,400 in 2030

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Mark Giberson
Location/Coordinates:	Not Location Specific

Cash Flow Projection:	2026	2027	2028
Studies	\$ 51,100		
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	\$ 51,100	\$ 0	\$ 0

Description and Rationale:

Replacement of hardware for new Council and Smart Phones, Cell Phones and other mobile devices. Based on a standard replacement cycle ensuring staff and Council have reliable hardware for the delivery of services.

Hardware has higher incident of failure due to their constant use, repairs are both time consuming, impacting staff ability to deliver services and to effectively communicate. Also repair cost are often equivalent to replacement costs.

Costs Incurred to 2025 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 51,100

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:	
Reserves	\$ 51,100
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	Affects all Staff, Council and the ability to deliver services to the public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	high probability of failure; moderate consequence
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational Efficiencies will be achieved
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded through reserves
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not is not visible)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery - Service excellence
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Network Infrastructure

26A.2

Priority Score: **31.00**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	3 to 7 Years
Future Replacement Cost:	\$53,000

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Mark Giberson
Location/Coordinates:	City Hall, WWTP, PW

Cash Flow Projection:	2026	2027	2028
Studies	\$ 67,000		
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	\$ 67,000	\$ 0	\$ 0

Description and Rationale:

Replacement based on a standardized predicable cycle for IT equipment. Equipment will be end of life and or unsupported and necessary for day to day data services to be delivered to staff.

Replacement of redundant firewalls at City Hall and uninterrupted power supplies.

Failure to replace may inhibit IT staff ability to ensure safe, secure delivery of services and result in loss in staff productivity, directly affecting customer facing services.

Costs Incurred to 2025 Year End			
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 67,000
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Schedule:	
Construction Start Date:	01/01/2026
Substantial Completion or purchase date:	12/31/2026

Funding Sources:	
Reserves	\$ 67,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Attach Images: appliances_rackmount_0.png; UPS.jpg

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Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	<1000
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No impact on health and safety
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	moderate probability of failure; low consequence
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness based on improvement in performance of new equipment
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded through reserves
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Project supports an objective of the Strategic Plan KR-3 Service excellence
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Software Transformation - Asset Management

26A.3

Priority Score: 44.50

Project Type: Replacement
 Growth Related?: No
 Estimated Useful Life (years): 7-10 Years

Priority Level: Moderate
 Department: Corporate Services
 Staff Contact: Mark Giberson

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 110,550	\$ 224,450	
Contingency			
Total	\$ 110,550	\$ 224,450	\$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget \$ 0 \$ 85,000 \$ 0

Total Project Budget: \$ 335,000

Schedule:
 Construction Start Date: 06/01/2026
 Substantial Completion or purchase date: 12/31/2027

Funding Sources:
 Tax Levy \$ 335,000
 Please Select
 Please Select
 Please Select
 Please Select

Description and Rationale:

In 2022 the City undertook an IT Needs Assessment, based on strategic and legislative requirements, which facilitated an extensive review of the City's core systems. The goals of the project were to identify which systems meet current and future needs as well as to enhance the City's ability to deliver critical services, improve service delivery, enhance efficiencies, and provide a higher level of integration between platforms. As part of the final report, a long-term solution architecture for the City was developed prioritizing which systems need to be replaced in which order.

Implement an Asset Management System (AMS) to ensure the efficient resource utilization, operational success and that the City is compliance with the provincial requirements for asset management planning. An AMS helps organizations track, monitor, and manage their assets throughout their life-cycle.

The AMS implementation is a collaborative effort across departments, that commitments to continuous improvement, and alignment with organizational objectives.

Attach Images: CityHall.jpg

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	Direct impact will be City staff from various departments; however, this project will also affect delivery of all it services to staff and Citizens (>10,000 people indirectly impacted)
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No Impact on Health an Safety
Legislation	Is the project required for legislative/regulatory compliance?	3	The project will move the organization closer to meeting legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset in order to generate operational improvements.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both Staff time and cost savings will be achieved as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	This project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Service Excellence - KR3 Supports an objective of the Strategic Plan
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Software Transformation - HRIS

26A.4

Priority Score: **44.50**

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 7-10 Years

Priority Level: Moderate
Department: Corporate Services
Staff Contact: Mark Giberson

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 163,680	\$ 84,320	
Contingency			
Total	\$ 163,680	\$ 84,320	\$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget \$ 0 \$ 55,000 \$ 0

Total Project Budget: \$ 248,000

Schedule:
 Construction Start Date: 01/30/2026
 Substantial Completion or purchase date: 05/31/2027

Funding Sources:
 Tax Levy \$ 248,000
 Please Select
 Please Select
 Please Select
 Please Select

Description and Rationale:

In 2022 the City undertook an IT Needs Assessment, based on strategic and legislative requirements, which facilitated an extensive review of the City's core systems. The goals of the project were to identify which systems meet current and future needs as well as to enhance the City's ability to deliver critical services, improve service delivery, enhance efficiencies, and provide a higher level of integration between platforms. As part of the final report, a long-term solution architecture for the City was developed prioritizing which systems need to be replaced in which order.

Implement a new Human Resource Information System (HRIS) to have efficient and accurate human resource management, to significantly enhance productivity and employee satisfaction through the use of better analytics, self-serve functionality for employees. Allow the City and it employees to stay compliant with labor laws, regulations, and company policies.

Attach Images: CityHall.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	Direct impact will be City staff from various departments; however, this project will also affect delivery of all it services to staff and Citizens (>10,000 people indirectly impacted)
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No Impact on Health an Safety
Legislation	Is the project required for legislative/regulatory compliance?	3	Completion will gain full legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset in order to generate operational improvements.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both Staff time and cost savings will be achieved as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Service Excellence - KR3 Supports an objective of the Strategic Plan
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Harrison Park Camp Laundry Ceiling Repairs

26D.2

Priority Score: **30.50**

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

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

Cash Flow Projection:	2026	2027	2028
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 2025 Year End

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

Total Project Budget: \$ 10,000

Schedule:
 Construction Start Date: 04/01/2026
 Substantial Completion or purchase date: 04/30/2026

Funding Sources:

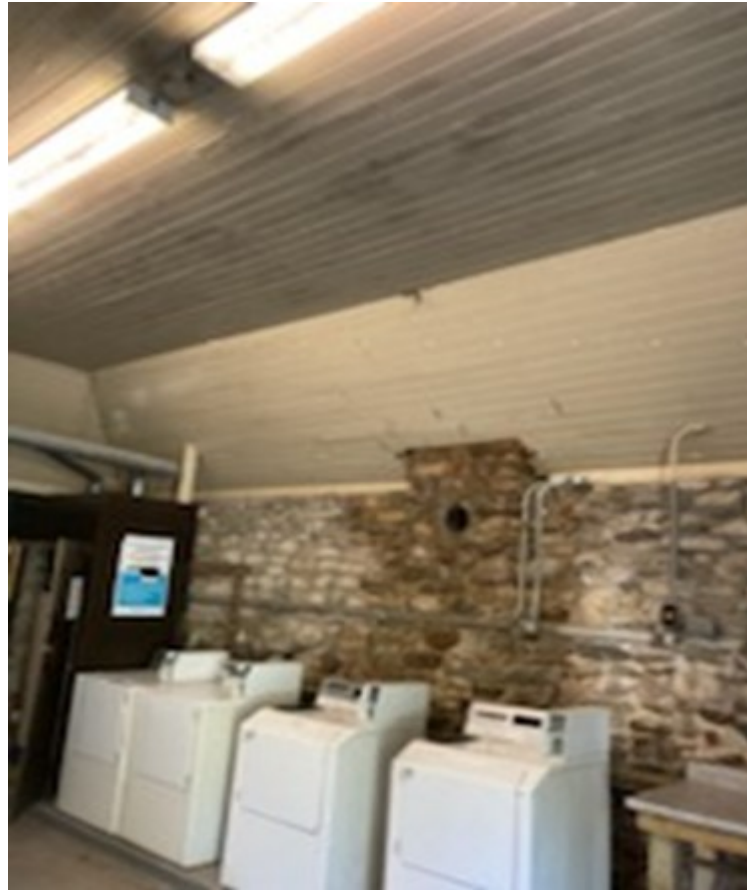
Tax Levy	\$ 10,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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

Attach Images: HP Laundry.docx

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

Images



Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	4	>1000
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Structural integrity is key to providing a safe facility.
Legislation	Is the project required for legislative/regulatory compliance?	0	No
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Not currently part of asset management
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Staff efficiency in cleaning and maintenance will be a key result.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Funded from reserves
Environment	Does the project address needs impacted by climate change?	1	Low impact
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	Low degree
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	Will improve the overall look and cleanliness of the buildings interior.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Support service delivery
Public Input	Has the project been identified through public engagement?	0	None

Harrison Park Laundry Facility Window and Door Replacement

26D.4

Priority Score: 21.90

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

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

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 15,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 15,000	\$ 0	\$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 15,000

Schedule:
Construction Start Date: 04/01/2026
Substantial Completion or purchase date: 04/30/2026

Funding Sources:	
Tax Levy	\$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Harrison Park Workshop Roof Replacement

26D.5

Priority Score: **22.00**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$41,875

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	75 2nd Ave. E.

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

Description and Rationale:

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

Costs Incurred to 2025 Year End

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

Total Project Budget: \$ 20,000

Schedule:

Construction Start Date: 04/01/2026

Substantial Completion or purchase date: 06/30/2026

Funding Sources:

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

Attach Images:

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Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Kelso Beach at Nawash Park Playground Replacement

26D.6

Priority Score: 67.20

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	20
Future Replacement Cost:	TBD/2044

Priority Level:	High
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Kelso Beach at Nawash Park

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 200,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 200,000	\$ 0	\$ 0

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 200,000

Schedule:	
Construction Start Date:	02/02/2026
Substantial Completion or purchase date:	05/22/2026

Funding Sources:	
Tax Levy	\$ 200,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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

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

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

Attach Images: Kelso Playground.jpg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

St. Georges Utility Facility Upgrades

26D.8

Priority Score: **30.40**

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$104,700

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	510 10th St. E.

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 50,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 50,000	\$ 0	\$ 0

Description and Rationale:

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

Costs Incurred to 2025 Year End

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

Schedule:

Construction Start Date: 09/01/2026

Substantial Completion or purchase date: 09/30/2026

Funding Sources:

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

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

Playground Replacement - Parkview Park

26D.9

Priority Score: **34.80**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	20
Future Replacement Cost:	TBD/2044

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Parkview Park

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 65,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 65,000	\$ 0	\$ 0

Description and Rationale:

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

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

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 65,000

Schedule:

Construction Start Date: 02/02/2026

Substantial Completion or purchase date: 06/30/2026

Funding Sources:

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

Parkview Playground.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?	3	estimate 20 users/day for half the year - 3650 estimated users
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result
Legislation	Is the project required for legislative/regulatory compliance?	4	Project is required to continue to be compliant
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	Parks Assets are not Currently Captured by the City's Asset Management Plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No Opportunity for partnership or grant funding
Environment	Does the project address needs impacted by climate change?	1	Little to no impact on the environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	project maintains and exiting public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	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?	2	Project is identified as a strategic priority outside of the
Public Input	Has the project been identified through public engagement?	2	Has been mentioned informally through public engagements

Parks Waste Receptacles Program Development and Implementation

26D.15

Priority Score: 43.00

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	NA
Future Replacement Cost:	TBD

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	City Parks

Cash Flow Projection:	2026	2027	2028
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 2025 Year End

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

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

Funding Sources:	
Tax Levy	\$ 20,000
Reserves	\$ 30,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:
 Parks & Opens Spaces has a large and diverse inventory of waste receptacles and containers in parks across the city that it services. The intent of this project is to assess the effectiveness of the current waste collection services and compare it to alternative methods to determine if there are more cost effective and efficient methods to deliver the service.

This capital project will analyze the inventory all of the receptacles that are utilized in parks, establish waste collection needs for each locations based on the amount of garbage that is generated and establish the frequency required to meet demand (service level definition). The operating and capital costs for the exiting waste collect service would be determined and used to compare the cost of the alternate collection methods that are explored. The next phase will involve exploring alternative waste collection containers (type of container, capacity of container) and define the associated service requirements (frequency, service availability, equipment needs and related costs).

Alternative garbage collection alternatives will be implemented on a pilot basis to demonstrate and confirm their operating and cost effectiveness. A report will be generated to outline the findings of the research prior to broader implementation

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?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	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?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public

Kiwanis Soccer Complex - Entrance Gate

26D.16

Priority Score: **42.00**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	30
Future Replacement Cost:	TBD/2054

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Kiwanis Soccer Complex

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

Costs Incurred to 2025 Year End

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

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

Funding Sources:	
Tax Levy	\$ 15,000
Donations	\$ 15,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

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

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

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

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

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

26D.17

Priority Score: 40.50

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	NA
Future Replacement Cost:	TBD

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Harrison Park

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

Costs Incurred to 2025 Year End

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

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

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

Description and Rationale:

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

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

- Urgent
- replace missing barrier railing pickets
- 1-5 Years
- Sandblast and repaint steel components:
 - Abutment Bearings
 - Beams (diaphragms, floor and stringers)
 - Bottom Chord Trusses/Arches

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

HP Ped Bridge #21.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?	5	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	4	The project is required to continue to be compliant.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

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

26D.18

Priority Score: **40.50**

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	NA
Future Replacement Cost:	TBD

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Harrison Park

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

Description and Rationale:

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

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

Costs Incurred to 2025 Year End

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

Schedule:

Construction Start Date: 02/02/2026

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

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

Urgent

1. Remove debris built up around the bearings.

Less than 1 Year

1. Replace missing bolts.

1-5 Years

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

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

HP Ped Bridge #22.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?	5	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	4	The project is required to continue to be compliant.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Floor Scrubber Replacement

26H.1

Priority Score: **29.40**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	10 Years
Future Replacement Cost:	26,000 (2036)

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

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

Costs Incurred to 2025 Year End

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

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

Funding Sources:	
Tax Levy	\$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

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

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

Attach Images: [Scrubber.jpeg](#)

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

Floor Scrubber Replacement

26H.1

Priority Score: **29.40**

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Brine Pump 2 Replacement

26H.2

Priority Score: **13.50**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25 years
Future Replacement Cost:	43,750 (2051)

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

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

Costs Incurred to 2025 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 25,000

Schedule:
Construction Start Date: 05/01/2026
Substantial Completion or purchase date: 07/31/2026

Funding Sources:	
Tax Levy	\$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This project would see the replacement of brine pump 2, within the refrigeration plant at the Bayshore Community Centre.

- The Brine pump is an important part of the refrigeration process, as it pumps secondary refrigerant under the arena slab floor, removes heat from the ice/slab and returns to the refrigeration room to be cooled by the primary refrigerant.
- Without this vital piece of equipment the ice making process is not possible.
- Failure to this equipment could result in the loss of ice.
- A replacement pump and motor with a larger impeller to increase refrigerant flow will be installed.
- This increase will result in more heat transfer from the ice surface through the system, and improve the efficiency of the plant.
- This project would be completed by a contractor during the summer months.

Attach Images: Brine Pump.jpeg

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

Brine Pump 2 Replacement

26H.2

Priority Score: **13.50**

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	2	Though the Bayshore sees over 250,000 annually, a break down of the current pump would only effect a few thousand people depending on the duration.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no risk to health and safety if this project does not move forward.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is currently no known regulatory compliance required to move this project forward.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	This project is not listed on the asset management plan. Though if not completed it would have a medium to high probability of failure and would have significant impact on service delivery.
Operational Performance	If the project 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 no additional operational resources, and does not save on staff time.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	This project may be eligible for a grant opportunity or to be packaged as part of a larger project.
Environment	Does the project address needs impacted by climate change?	1	This project would have little or no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This would maintain a public space and allow for continued recreation and sport opportunities to be delivered.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project will have no improvement on aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project will support the delivery of core services.
Public Input	Has the project been identified through public engagement?	0	There has be no public input identified for this project specifically.

Unit Heater 2 (East Garage) Replacement

26H.3

Priority Score: **23.10**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25 years
Future Replacement Cost:	\$8750 (2051)

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

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

Description and Rationale:

This project would see the replacement of the unit heater that currently services the east garage at the Bayshore Community Centre. This unit is nearing the end of its useful life and in need of replacement to ensure failure does not occur.

Costs Incurred to 2025 Year End

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

Total Project Budget: \$ 5,000

Schedule:

Construction Start Date: 05/01/2026

Substantial Completion or purchase date: 06/01/2026

Funding Sources:

Tax Levy	\$ 5,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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

Christie Hare Room Floor Replacement

26H.9

Priority Score: **31.80**

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

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

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

Costs Incurred to 2025 Year End

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

Schedule:
Construction Start Date: 03/31/2026
Substantial Completion or purchase date: 08/01/2026

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

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

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Bayshore Arena Boards & Supports - Replacement

26H.10

Priority Score: 50.70

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	30

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

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 575,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 575,000	\$ 0	\$ 0

Costs Incurred to 2025 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 575,000
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Schedule:	
Construction Start Date:	01/01/2026
Substantial Completion or purchase date:	12/31/2026

Funding Sources:	
Tax Levy	\$ 515,000
Reserves	\$ 60,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This project would see the existing plywood boards replaced with a new OHL approved board system. These boards have resulted in some significant injuries to users over the years as they are extremely stiff and unforgiving. These boards also require a lot of maintenance during the summer which takes up hours of staff time. This glass is also extremely tall and heavy and requires the use of a forklift to remove for shows and events. The new board system would be plexiglass and would not require the same equipment to remove and reinstall. The OHL has also mandated facilities replace their board systems to a new improved safe system, and the majority of facilities have already done so. There would be also be an opportunity to partner with the Owen Sound Attack to fund the new board system.

Attach Images:

Boards.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	Thousands of users would benefit from the improved safety of the new board system.
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 have resulted over the years that required medical attention. The new board system would be much more forgiving and result in less injuries for users.
Legislation	Is the project required for legislative/regulatory compliance?	3	There is currently no know legislation pending; however, the OHL has set board replacement up to a certain standard as a requirement and best practice.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure to this board system, but repairs have had to be made during games as a result of the aged system.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	There will be operational efficiencies achieved as staff time will be greatly reduced during the summer months to perform several maintenance tasks on the older system.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	The Owen Sound Attack would partner with the City to complete the replacement of the board system.
Environment	Does the project address needs impacted by climate change?	1	There would be little or no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The new board system would maintain an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	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 would support core service delivery.
Public Input	Has the project been identified through public engagement?	1	The stiffness and safety issue of these boards has been mentioned by several users.

Bayshore Arena Safety Netting Replacement

26H.11

Priority Score: **40.40**

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

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

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

Description and Rationale:

This project would see the replacement of the safety netting above the end boards at the Bayshore Community Centre. This netting is almost 20 years old and is showing signs of wear and tear as there are holes beginning to form in places. This netting will begin to pose a health and safety risk to the patrons in the end seating at the arena. New netting will be installed, to mitigate any potential injuries.

Costs Incurred to 2025 Year End

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

Total Project Budget: \$ 20,000

Schedule:

Construction Start Date: 06/01/2026

Substantial Completion or purchase date: 08/30/2026

Funding Sources:

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

Attach Images:

Bayshore Net 2.jpeg; Bayshore Net.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 project will directly impact over 10,000 people who attend games and sit in these sections throughout 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?	5	Serious injury or death could result if the netting fails.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no legislation requiring this safety netting; however, it is recommended industry standard.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure, though the consequences would be high if failure occurs.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	Little or no effect on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	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 an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has little to no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	1	Holes in the netting have been mentioned in unsolicited feedback.

OS Police Station Boiler System Valve Replacements

26J.1

Priority Score: 25.70

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:	922 2nd Ave. W.

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 90,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 90,000	\$ 0	\$ 0

Description and Rationale:

The facility's boiler system was replaced during the 2007/08 renovation. Some valves have already been replaced and it is anticipated that the rest will fail within the 15-20 year range. This is also based on reported conditions of dirty water in the system, which has allowed for debris to deteriorate the valves.

It is proposed that the valves be replaced with two-way controls alongside variable speed pumping in the boiler system. This will reduce pump energy consumption.

Costs Incurred to 2025 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 90,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:	
Tax Levy	\$ 90,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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 majority of the Police Station is not accessible to the public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety unless there is a failure of HVAC equipment.
Legislation	Is the project required for legislative/regulatory compliance?	1	There are no known legislative/regulatory requirements associated with this project at this time.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is moderate probability of failure based on the equipment age, however the consequence is low as localized areas of the facility will be impacted and there is a general availability of replacement equipment.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight improvement on operational efficiency through updated technology and reduced maintenance costs.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for a grant if it is combined with other boiler system equipment replacement. This will be confirmed after design has been completed.
Environment	Does the project address needs impacted by climate change?	3	It is anticipated that there will be moderate reductions in energy consumption.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value as it is located within the facility.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services by ensuring that an adequate facility portfolio is available to deliver services out of.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by members of the public.

Animal Control Shelter Reception Area / Storage Upgrades

26K.1

Priority Score: 36.50

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$52,300

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	Animal Control Shelter

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

Description and Rationale:

The current reception/greeting area is a combination space used to house cats, store feed supplies, and has office space. It is a very hectic congested space. It is recommended that a portion of the storage garage be re-constructed to have a more welcoming space for guests/potential adopters to view and meet animals at the shelter.

The project will be funded from the animal control shelter building reserve.

Costs Incurred to 2025 Year End

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

Total Project Budget: \$ 25,000

Schedule:

Construction Start Date: 02/01/2026

Substantial Completion or purchase date: 03/31/2026

Funding Sources:

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

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	Residents/facility users are prohibited from entering this area. This area is only used by the City's animal control contractor.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	The current operations are condensed into a smaller area, creating potential trip hazards. The upgrade of some of the storage space will reduce this potential.
Legislation	Is the project required for legislative/regulatory compliance?	2	The improvement of overall operational space will ensure compliance with applicable standards.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	The consequence of failure of the entire asset is low and will be contained to limited areas. The probability of failure is moderate due to the ongoing use of the facility.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	The City's animal control contractor is currently working within current space limitations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	This project is funded through reserves, particularly those reserves that have been funded by donations to the facility.
Environment	Does the project address needs impacted by climate change?	1	The work is contained within the building and will have little to no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	The project will improve access for facility patrons.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The additional of an upgraded reception area will allow for a more focused initial greeting for animals and potential owners.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Th project supports the core delivery of services.
Public Input	Has the project been identified through public engagement?	1	An improved reception space has been mentioned by facility users.

Billy Bishop Museum HVAC Replacement

26M.1

Priority Score: **29.10**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	15
Future Replacement Cost:	\$46,750

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	Billy Bishop Museum - 948 3rd Ave W

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 30,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 30,000	\$ 0	\$ 0

Description and Rationale:

The Billy Bishop Museum HVAC system consists of 2 forced air furnaces to cover all four levels of the building. The furnace located in the attic of the facility will be at the end of its useful life and will require replacement.

The existing building is true to its original construction and requires both units to be functioning in order to maintain the necessary climate for the museum's artifacts and to maintain integrity of the building.

Costs Incurred to 2025 Year End

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

Total Project Budget: \$ 30,000

Schedule:

Construction Start Date: 09/01/2026

Substantial Completion or purchase date: 10/31/2026

Funding Sources:

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

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

CN Station AC Units Replacement

26M.3

Priority Score: **33.30**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	15
Future Replacement Cost:	\$10,905

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	115 1st Ave. W.

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 7,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 7,000	\$ 0	\$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 7,000

Schedule:
Construction Start Date: 03/01/2026
Substantial Completion or purchase date: 03/30/2026

Funding Sources:	
Tax Levy	\$ 7,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

The CN Station is home to both the City's tourism operations and the Waterfront Heritage Museum.

Improvements to the heating equipment in the facility have been completed in recent years, but there has been no investment in the cooling equipment.

Staff are recommending the replacement of the existing window air conditions with a ductless system.

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	While there are a significant number of visitors to the site, the benefit of replacing the air conditioning system will be around the maintenance of air quality in the facility.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Maintenance of air quality and the reduced potential for mould will maintain the overall health and safety requirements for the facility.
Legislation	Is the project required for legislative/regulatory compliance?	1	There are no known legislative/regulatory requirements associated with the buildings heating and cooling equipment.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure of the existing equipment with a low consequence based on the availability of equipment in the marketplace.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved with the replacement of the existing window air conditioners. The savings cannot be measured until the final determination of the number of heads required has been confirmed.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for a rebate once the necessary equipment has been selected and the annual consumption information has been confirmed.
Environment	Does the project address needs impacted by climate change?	1	there will be minimal impact on the environment based on the annual operating hours and size of the building.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains the air quality in an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The removal of the existing window air conditioners will allow for the reinstatement of the aesthetics of the building.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services by ensuring adequate air quality of the facility.
Public Input	Has the project been identified through public engagement?	0	The need for the project has not been identified by the public.

TTAG Facility Expansion

26M.4

Priority Score: **21.40**

Project Type:	Addition
Growth Related?:	No
Estimated Useful Life (years):	100
Future Replacement Cost:	TBD

Priority Level:	Moderate
Department:	Art Gallery
Staff Contact:	Aidan Ware
Location/Coordinates:	840 1st Ave. W.

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering	\$ 500,000		
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	\$ 500,000	\$ 0	\$ 0

Costs Incurred to 2025 Year End

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

Total Project Budget: \$ 500,000

Schedule:

Construction Start Date: _____

Substantial Completion or purchase date: _____

Funding Sources:	
Tax Levy	\$ 500,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

The Scope of this project will be for the design and construction of an addition to the existing TTAG on the adjacent Rice House property to allow for proper collection storage, flexible programming space, and workspace for TTAG staff.

The proposed expansion can add approximately 12,600 sq. ft. in space.

TTAG staff will be undertaking a Feasibility Study in the fall of 2024 that will further define the City's need and identify strategies to facilitate the construction of the addition.

The funding that is recommended for 2026 will be for the design component of the 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?		
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no direct impact on health and safety on the need for an expanded facility.
Legislation	Is the project required for legislative/regulatory compliance?	1	there is no legislative/regulatory requirement determining the need of an expanded facility.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a medium-to-high probability and consequence of failure when considering the current storage conditions of the existing building.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	0	The project will require additional operational resources when considering the potential for an additional 12,600 sq. ft. are added to the facility, however, optimal layout and mechanical/electrical construction may offset some of these increases.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	There are no confirmed third party funding sources for the expansion, however the feasibility study will provide further information on this.
Environment	Does the project address needs impacted by climate change?	1	Environmental impacts cannot be determined at this time.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	5	The addition of programmable space will allow for programming associated with diversity and inclusion to be further developed by Art Gallery staff.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	With the exception of the storage component of the facility, there are no failures of the building that must be addressed at this time.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services by ensuring that adequate facilities are provided for the services being delivered by the City.
Public Input	Has the project been identified through public engagement?	4	The concept of an expansion has undergone significant public consultation in the past.

Public Works Shop Radiant Heater Replacement

26M.5

Priority Score: 26.10

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	15
Future Replacement Cost:	\$23,370

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	1900 20th St. E.

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 15,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 15,000	\$ 0	\$ 0

Description and Rationale:
 The existing radiant heating system at the Public Works storage building is scheduled for replacement. The City will be undertaking a heater replacement program at multiple facilities with the intent that new equipment will reduce annual energy consumption and costs, while providing similar or improved output for facility users.

Costs Incurred to 2025 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 15,000

Schedule:
 Construction Start Date: 07/01/2026
 Substantial Completion or purchase date: 08/30/2021

Funding Sources:	
Tax Levy	\$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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 radiant heating system supports the staff that utilize the storage bays of the PW work shop.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There are no health and safety issues at this time.
Legislation	Is the project required for legislative/regulatory compliance?	1	There are no known legislative/regulatory compliance requirements associated with the replacement of the equipment
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure with a low consequence of failure with the assumption that equipment is readily available.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight improvement on operational efficiency through reduced energy consumption. This will be confirmed once the proper equipment has been selected.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for a grant once the annual consumption and proposed equipment has been confirmed.
Environment	Does the project address needs impacted by climate change?	2	There will be a slight improvement to the environment through the potential change from fossil fuel powered equipment to cleaner sources.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports the delivery of core services through ensuring that an adequate facility portfolio is maintained in order to deliver services out of them.
Public Input	Has the project been identified through public engagement?	0	This project has not been identified through public feedback.

Water System Model Update & Training

26N.1

Priority Score: **59.60**

Project Type: Enhancement
Growth Related?: No
Estimated Useful Life (years): 50
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: Water Treatment Plant

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 15,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 15,000	\$ 0	\$ 0

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 15,000

Schedule:
 Construction Start Date: 01/01/2026
 Substantial Completion or purchase date: 12/31/2026

Funding Sources:
 Water Rates \$ 15,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Description and Rationale:
 The City's Engineering Department maintains a working computer model of the water distribution system
 This is typically used to assess the impact of proposed changes, whether permanent, or temporary due to construction.
 It is an invaluable too, but requires updates as the water system, and software, changes.

Attach Images: water model.jpg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	Accurate modeling of the water system is important to ensure the impact of changes on fire flows in the City are understood.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	There is some probability of a modeling error resulting in an issue with fire flows.
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	A failure to accurately assess fire flows can result in mischaracterization (ie colour coding) of individual hydrants, which could cause the fire department to select the "wrong" hydrant.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Condition Assessment Municipal Reservoir

26N.2

Priority Score: **73.30**

Project Type: Study
Growth Related?: No
Estimated Useful Life (years): 8
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Very High
Department: Public Works and Engineering
Staff Contact: Manager of Public Works
Location/Coordinates: Municipal Reservoir 8th St

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

Description and Rationale:

As per the City's DWQMS Operational Plan, the reservoir is due for inspection every 8 years. This is completed using a remotely operated vehicle to inspect the inside of the reservoir, without having to drain it. The walls, columns, and floor are inspected for any abnormalities and a report is provided on the overall condition.

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 20,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates \$ 20,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Attach Images: Res 1.jpg; Res 2.jpg; Res 3.jpg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	This affects the primary water reservoir which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	If failure led to contamination of the drinking water this could be characterized as a serious public health and safety risk.
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The work is identified on the 10-year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Reservoir issues resulting in low chlorine residual or high turbidity could result in Boil Water Advisories
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Valve Replacements 2026

26N.3

Priority Score: **64.80**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 50
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: Water Treatment Plant

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

Description and Rationale:

There are a number of valves and components associated with valves such as actuators in the water plant that range in size and age from fairly new to 55 years old (original).

For proper operation of the plant, these valves need to open and close on a very frequent basis, to prevent backflow, control flow or pressure for proper operation of the plant process. Valve replacements usually are incorporated into larger scale projects such as piping rehabilitation or can be isolated to a particular pipe.

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 40,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates \$ 40,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Attach Images: Valve 1.jpg; Valve 2.jpg; Valve 3.jpg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	This affects the Water Treatment Process which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Valve failure could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Failure of a significant valve in the water treatment plant could reduce water treatment production.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Piping Rehabilitation WTP 2026

26N.4

Priority Score: **68.80**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 50
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: Water Treatment Plant

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 250,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 250,000	\$ 0	\$ 0

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 250,000

Schedule:
 Construction Start Date: 01/01/2026
 Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates	\$ 250,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

Due to aging piping in the facility, including original piping from the late 1960's, there are a number of pipes that are rusting to the point of needing replacement.

Repainting has been considered in the past, but is not an option due to lead content in the paint which would require full lead paint abatement removal job, an expensive option for old pipe. Additionally wall thickness of the older pipe has become reduced by long term corrosion.

Replacement with stainless steel piping is therefore the preferred option.

Recall that several stainless piping upgrades have been completed in the past under different projects in 2005, 2013 (emergency repair), and 2020.

Attach Images: [piping 1.jpg](#); [piping 2.jpg](#)

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	This affects the Water Treatment Process which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Pipe failure could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure of a major piping system in the water treatment plant would be a designated emergency and could stop water treatment production.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Instrumentation Replacement

26N.5

Priority Score: **64.80**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 15
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: Water Treatment Plant

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 30,000		\$ 30,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 30,000	\$ 0	\$ 30,000

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 60,000

Schedule:
 Construction Start Date: 01/01/2026
 Substantial Completion or purchase date: 12/31/2026

Funding Sources:
 Water Rates \$ 60,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Description and Rationale:
 Instrumentation within the facility ranges from computer related components to analog input/output cards, digital input and output cards, PLC processors, network cards, network cabling, fibre optics, power supplies, relays, and backup power (UPS).
 These devices are important for meeting regulatory requirements and keeping equipment within its lifecycle is critical. To change out everything at the same time can be a challenge, so staged approaches to change out components is a preferred option. The main Plant PLC was upgraded in 2012, including a number of associated components. For the continued ongoing success with the computer architecture, these components will need to be replaced as needed.

Attach Images: [Instrumentation.jpg](#)
 Opens the attachment panel. Double click files to view images attached. Maximum Size: 10MB

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	This affects the Water Treatment Process which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Instrumentation failure could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Failure of a significant instrument could reduce water treatment production.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Pump Control Replacements

26N.6

Priority Score: **68.80**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 15
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: Water Treatment Plant

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 200,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 200,000	\$ 0	\$ 0

Description and Rationale:

When pumps are called to start, there are three ways this can happen; one is "across the line", which means the motor starts immediately at full 600 Volt, and instantly goes to full speed, the second is a Soft Start, which slowly increases the pump to 100% speed, and shuts it down in the same fashion, then there are Variable Frequency Drives (VFD's) that can run in a range between minimum and maximum speed during operation. VFD's are by far the most efficient energy-users, and also are much easier on a piping system (ie water hammer)

Some of the pump control systems still require some upgrades to either Soft Starts or Variable Frequency Drives. These pump control systems offer electrical protection to the starter and the motor and help prolong the life of the motor.

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 200,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates \$ 200,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Attach Images:

pump control.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	This affects the Water Treatment Process which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Pipe failure due to water hammer could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure of a major piping system in the water treatment plant would be a designated emergency and could stop water treatment production.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Repalcement Sluice Gates 2026

26N.7

Priority Score: **68.80**

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 50
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: Water Treatment Plant

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 350,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 350,000	\$ 0	\$ 0

Description and Rationale:

Sluice gate valves are used generally for isolation of large treated or raw water wells. These valves are normally bolted to a divider wall between two wells, and only closed for maintenance or inspection purposes.

The sluice gates all through the plant are original (late 1960's), except for one that was replaced in 2020, which was the main valve that allows water into the plant from Georgian Bay. These valves have exceeded their expected useful life and should be replaced on a priority basis.

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 350,000

Schedule:

Construction Start Date: 01/01/2026

Substantial Completion or purchase date: 12/31/2026

Funding Sources:

Water Rates \$ 350,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

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 affects the Water Treatment Process which can affect the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Sluice gate failure could be a risk to health and safety and the delivery of drinking water to the customer
Legislation	Is the project required for legislative/regulatory compliance?	5	Safe Drinking Water Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Failure of a sluice gate in the water treatment plant would be a designated emergency and could stop water treatment production.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Process Structural Esp Clarifiers

260.1

Priority Score: **73.30**

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

Priority Level: Very High
Department: Public Works and Engineering
Staff Contact: Manager of Public Works
Location/Coordinates: Wastewater Treatment Plant

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 150,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 150,000	\$ 0	\$ 0

Description and Rationale:

Clarifiers 1&2 were constructed in 1962, and 3&4 in 1976. Little work has been done in the past to maintain these structures.

Remediation is required for concrete, expansion joints and safety railings.

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 150,000

Schedule:

Construction Start Date: 04/01/2026

Substantial Completion or purchase date: 11/30/2026

Funding Sources:

Waste Water Rates \$ 150,000

Please Select

Please Select

Please Select

Please Select

Capital Reserve \$ 0

Attach Images:

Struct1.jpg; struct2.jpg; strcut3.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	This can affect the wastewater treatment train which affects the entire City
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Structural issues with the hand railings could pose significant risk for staff
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	These are identified on the 10 year plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Clarifier Failure would jeopardize the entire treatment process
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Reserves
Environment	Does the project address needs impacted by climate change?	2	Necessary work is required to ensure uninterrupted wastewater treatment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Sanitary Sewer Tracked Camera

260.2

Priority Score: **59.30**

Project Type: New Asset
Growth Related?: No
Estimated Useful Life (years): 20
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:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 60,000		
Contingency			
Total	\$ 60,000	\$ 0	\$ 0

Costs Incurred to 2025 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 60,000

Schedule:
 Construction Start Date: 04/01/2026
 Substantial Completion or purchase date: 11/30/2026

Funding Sources:

Waste Water Rates	\$ 60,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

Small sanitary sewer tracked cameras are becoming more economical and their capabilities continue to increase.

Historically when sewer issues require troubleshooting, the operators retain a third party to bring in a tracked camera.

(The City has a sewer camera but it is a camera with a push cable, only suitable for laterals and very short main inspections.)

Having this capacity in house would decrease the third party costs, and improve the ability to immediately troubleshoot issues such as sewer backups.

Attach Images:

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	Sewer backups can adversely affect one or more households at a time.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Sewer backups are a serious health risk to homeowners.
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	N/A New Asset
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Increased time to diagnose sewer emergencies in some cases
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	Reserves
Environment	Does the project address needs impacted by climate change?	1	Wet weather flows are now more frequent but this is not a relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No public spaces adversely impacted
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	No adverse impact on aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

8th St E Multi-Use Path & Lighting

26P.3

Priority Score: **47.40**

Project Type:	New Asset
Growth Related?:	Yes
Estimated Useful Life (years):	50
Future Replacement Cost:	\$1,973,000 (2077)

Priority Level:	Moderate
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	8th St E - 11th Ave E to 20th Ave E

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering	\$ 2,000	\$ 2,000	
Design or Engineering	\$ 38,000	\$ 18,000	\$ 10,000
Communication / Signage			
Construction / Contractor		\$ 380,000	
Materials			
Equipment/Misc			
Contingency			
Total	\$ 40,000	\$ 400,000	\$ 10,000

Costs Incurred to 2025 Year End

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

Total Project Budget: \$ 450,000

Schedule:
Construction Start Date: 04/05/2027
Substantial Completion or purchase date: 11/26/2027

Funding Sources:	
Please Select	
Debenture	\$ 450,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:
 Grey County Transportation Services is planning to construct 8th Street East/Grey Road 5 in 2027 to a full urban cross-section (south side). This is related to the Flato - Greystone Village Subdivision and Redhawk - 8th Street (East) Subdivision developments.

For the City's part, this project involves having a new multi-use path (3 m wide paved Active Transportation Route) constructed on the south side of 8th Street East from 11th Avenue East to 20th Avenue East, a distance of approximately 1200 m. Upgrading the existing street lighting is included in the scope of the project.

Approximately 88% of the City's costs will be included in the subdivision agreements and will be recovered from the developers (indicated as "Donations"), except for the 150 m segment from 11th Street East to the Greystone Village Subdivision west property line. This portion will be funded by the City and potentially recovered from the redevelopment of the corresponding property.

Attach Images: 8th St E Multi Use Path.JPG

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	2	This project will support active transportation for the new upcoming developments (Red Hawk & Flato).
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Serious injuries or death may occur due to pedestrian or cyclist use of the south side of the road if this multi use path does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	4	This project is required to continue to be compliant by including pedestrian and cyclist facilities for new residential development.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	This project is a new asset and therefore not included in an asset management plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	0	This project will require additional operational resources
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	The developers are responsible for constructing this multi-use path fronting their properties. The City will be responsible for the cost of the western segment of the path.
Environment	Does the project address needs impacted by climate change?	1	This project will have minor beneficial effect on the environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	This project will have minor impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	During the design of this project the street scape will be reviewed and consideration for planting bulovard trees will be looked at to increase the asthetic's of the road
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery
Public Input	Has the project been identified through public engagement?	3	This project has not been identified by the public but will be as part of public engagement through the subdivision approval process.

2nd Ave W/Grey Road 1 - 10th St W to 14th St W (675 m)

26P.4

Priority Score: 53.70

Project Type:	Replacement
Growth Related?:	Yes
Estimated Useful Life (years):	50
Future Replacement Cost:	\$2.5 M (2077)

Priority Level:	High
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	2nd Ave W - 10th St E to 14th St E

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering	\$ 3,000	\$ 5,000	
Design or Engineering	\$ 52,000	\$ 45,000	\$ 15,000
Communication / Signage			
Construction / Contractor		\$ 500,000	
Materials			
Equipment/Misc			
Contingency			
Total	\$ 55,000	\$ 550,000	\$ 15,000

Costs Incurred to 2025 Year End \$ 0

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

Total Project Budget: \$ 620,000

Schedule:

Construction Start Date: 05/03/2027

Substantial Completion or purchase date: 11/26/2027

Funding Sources:	
Tax Levy	\$ 15,000
OCIF Formula	\$ 605,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

Grey County Transportation Services plans to reconstruct or rehabilitate 2nd Avenue West (Grey Road 1) from 10th Street West to 14th Street West in 2027. Improvements such as constructing new or extending existing turning lanes may be included in the project scope, where possible.

The City's underground infrastructure is generally in good condition, with most infrastructure having been constructed in the 1980s and 1990s, and does not require replacement. There may be some minor improvements required such as water valve replacements or rehabilitation and sanitary sewer repairs, which will be at the City's cost. These costs are not included at this time as the extent of the replacement work is unknown. This will be assessed when the project Engineering is undertaken in 2026.

Replacement of curb and gutters is expected together with catch basins that will have to be rehabilitated or replaced, at the County's cost, although there may be some cost sharing with the City. Storm sewer replacement is not planned.

As the County may be fully reconstructing the road, it may be necessary to replace all of the sidewalks, especially on the west side where the sidewalk is curbfaced. The sidewalks are generally in good condition at the present time, therefore there will be consideration to avoid replacing sidewalk where possible. The cost shown for construction in 2027 is a very preliminary estimate for sidewalk and storm water infrastructure that may be replaced, at the City's cost. There will be further project scope refinement to determine City and County responsibility.

2nd Ave W 10thst - 14th St.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 section of road has a traffic count of approximately 5,100 AADT
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor trips and fall may result due to the sidewalk condition
Legislation	Is the project required for legislative/regulatory compliance?	4	This project is required to continue to be compliant under minimum maintenance standards
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	The assets in this road are reaching their useful life and should be replaced before they have multiple failures.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	This project will have slight operational operational efficiencies due to the underground infrastructure being replaced.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	This project will be coordinated with the County reconstruction so the road portion would be covered by the County.
Environment	Does the project address needs impacted by climate change?	1	This project will have little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	This project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	During the design of this project the street scape will be reviewed and consideration for planting bulovard trees will be looked at to increase the asthetic's of the road
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery
Public Input	Has the project been identified through public engagement?	1	This project has been mentioned by unsolicited feedback regarding the sidewalk condition on this section of road.

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

26P.5

Priority Score: 46.20

Project Type: New Asset
 Growth Related?: Yes
 Estimated Useful Life (years): 50
 Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate
 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 9th Avenue East at 15th Street "A" East. The goal of the project is to improve driver awareness and pedestrian safety at this supervised school crossing.
 The improvements will include the installation of rapid flashing signals, upgraded signage and road markings and possibly a reduced speed zone during school crossing hours, if technically warranted.
 This would be a similar project to the 10th St W & 6th Ave W school crossover upgrade in 2025.

Attach Images: 25P.3.JPG

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	3	This project will provide improved safety for pedestrians, students, crossing guards and drivers.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Serious injuries may occur due to the high volume of traffic during the periods of student pedestrian crossing activity and conditions.
Legislation	Is the project required for legislative/regulatory compliance?	4	This project will ensure the City remains compliant with legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This will enhance an existing asset.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding.
Environment	Does the project address needs impacted by climate change?	1	This project will not address needs impacted by climate change.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	Project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This projects supports core service delivery.
Public Input	Has the project been identified through public engagement?	2	Has been mentioned informally through public engagements.

5th Avenue East (RW-4) - 700 block - east side

26P.7

Priority Score: 44.20

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	80
Future Replacement Cost:	\$4M (2107)

Priority Level:	Moderate
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	725 5th Avenue East

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering	\$ 5,000	\$ 5,000	
Design or Engineering	\$ 70,000	\$ 25,000	
Communication / Signage			
Construction / Contractor		\$ 370,000	\$ 10,000
Materials			
Equipment/Misc			
Contingency			
Total	\$ 75,000	\$ 400,000	\$ 10,000

Costs Incurred to 2025 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 485,000
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Schedule:	
Construction Start Date:	05/31/2026
Substantial Completion or purchase date:	11/30/2026

Funding Sources:	
Tax Levy	\$ 485,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This projects involves replacement of this retaining wall. It is constructed with stone and mortar and is typical of many former retaining walls in the City that have been replaced.

The April 2021 Retaining Walls inspection report recommended that this wall should be replaced in 6 to 10 years (2026 to 2030).

A section of the wall has started to lean into the roadway and a large vertical crack has opened in the mortar where the section begins to lean. Mortar is crumbling throughout the wall. The maximum wall height is 1.1m and the wall is retaining soil.

The cost indicated in 2028 is for administration of the maintenance period in 2028 and 2029.

Attach Images: 5th Ave E Retaining Wall (700 Block).JPG

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	2	This retaining wall will affect traffic on a low volume local road. It is supporting soils and a residential driveway fronting 735 5th Ave E.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Major injuries may result (minor car accidents due to the retaining wall proximity to the adjacent travel lane)
Legislation	Is the project required for legislative/regulatory compliance?	4	This project will continue to keep us in compliance from good engineering design.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	Some signs of failure are showing (cracking) and should allow this retaining wall to be replaced.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	This retaining wall replacement may allow for more effective snow plowing since snow storage will be considered in the redesign of this wall
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Currently there is no opportunity for grant funding
Environment	Does the project address needs impacted by climate change?	1	This project will have little or no impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	This project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	This project will be subject to a heritage review regarding the cultural significance of this retaining wall. The wall's rustic appearance, while possibly having cultural heritage value, is becoming a visual as well as structural liability.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	This project is not directly aligned to the strategic plan
Public Input	Has the project been identified through public engagement?	0	This project has not been identified by the public

East OS Master Servicing Study Update (Sydenham Hts. Ph. 1 & 2)

26P.8

Priority Score: **21.10**

Project Type:	Study
Growth Related?:	Yes
Estimated Useful Life (years):	25
Future Replacement Cost:	\$410,151 (2061)

Priority Level:	Moderate
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	South-east Quadrant of City

Cash Flow Projection:	2026	2027	2028
Studies	\$ 245,000		
In House Engineering	\$ 5,000		
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	\$ 250,000	\$ 0	\$ 0

Costs Incurred to 2025 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 250,000

Schedule:
Construction Start Date: 06/01/2026
Substantial Completion or purchase date: 12/30/2026

Funding Sources:	
Tax Levy	\$ 83,000
Water Rates	\$ 83,500
Waste Water Rates	\$ 83,500
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

The City had the East Owen Sound Master Servicing Study (EOSMSS) completed in 2007. The purpose of the study was to provide a master plan and identify servicing plans to meet the demands of growth and development in the Sydenham Heights Phase 1 and 2 (Official Plan - Secondary Plans) Service Area.

The EOSMSS provides guidance to City Planning and Engineering staff and developers as to how and where water, waste water and storm water services are to be provided.

As this area has experienced growth and development and a number of the recommended servicing construction and upgrading projects have been completed, the study should be updated to reflect the improvements, refine the plans and provided updated strategies and techniques to further guide and inform the City's development process in this area.

The terms of reference for the updated study will include climate change adaptation measures and recommend best practice designs for resilient infrastructure.

Attach Images: East OS Master Servicing Study Update (Sydenham Hts. Ph. 1 & 2).JPG

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	3	This study update will review the key growth and development areas of the City and provide guidance for future continuing development in the Sydenham Heights Phase 1 and 2 areas.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement for completing this study
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This will be an update to the existing East Side Master Servicing Study
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This will have little or no effect on current operations
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	These types of studies are eligible for Development Charge calculations and revenue funding.
Environment	Does the project address needs impacted by climate change?	2	This project will provide a minor benefit for the environment by informing best design practices for storm water management (SWM) and the construction of adaptable and resilient SWM infrastructure for the development process.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	This project will have no direct impact on public users
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery regarding growth within the City
Public Input	Has the project been identified through public engagement?	0	This project has not been identified by the public

20th Street East Culverts (OS-10) - West of 28th Ave E

26P.9

Priority Score: 40.60

Project Type: Replacement
 Growth Related?: No
 Estimated Useful Life (years): 80
 Future Replacement Cost: Enter Replacement Cost & Year of Replacement

Priority Level: Moderate
 Department: Public Works and Engineering
 Staff Contact: Chris Webb
 Location/Coordinates: 20th St E Culverts - West of 28th Ave

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering	\$ 5,000	\$ 5,000	\$ 1,000
Design or Engineering	\$ 95,000	\$ 40,000	\$ 9,000
Communication / Signage			
Construction / Contractor		\$ 675,000	
Materials			
Equipment/Misc			
Contingency			
Total	\$ 100,000	\$ 720,000	\$ 10,000

Description and Rationale:
 This dual culvert under 20th Street East has reached the end of its useful service life.
 The Engineering design will be completed in 2026 for construction planned in 2027 estimated at \$675,000.
 The costs indicated in 2028 are for the administration of the two-year maintenance period in 2028 and 2029.

Costs Incurred to 2025 Year End

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

Total Project Budget: \$ 830,000

Schedule:
 Construction Start Date: 06/28/2026
 Substantial Completion or purchase date: 08/27/2027

Funding Sources:
 Tax Levy \$ 830,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Attach Images: 24P.5.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?	1	This project will impact a small number of residents
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	This culvert is in poor condition and is in need of replacement.
Legislation	Is the project required for legislative/regulatory compliance?	4	The City has minimum maintenance standards it is required to meet. Structure is critically deficient. It must be replaced (closing/removal not practical).
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	Culvert replacement is identified in our Asset Management Plan this project has high probability of failure with moderate consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This project will have little to no impact on operational performance
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Tax revenue would be funding this project
Environment	Does the project address needs impacted by climate change?	3	The culvert is undersized and this may cause increased flooding. The project will prevent further detriment due to climate change.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	This project will maintain an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Some aesthetic value by rehabilitating a deteriorating asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	This project does not help meet a key result in the strategic plan.
Public Input	Has the project been identified through public engagement?	0	This project has not been identified through public feed back

Water Rescue - Ice Commander Suits (x6 units)

26U.4

Priority Score: 60.80

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	15 Years
Future Replacement Cost:	2041

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

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

Description and Rationale:
Ice Commander suit replacement. 15 year lifespan, 2 purchased in 2011 and 4 in 2014. Planning to replace 3 at a time at a cost of approximately \$1500 each.

Costs Incurred to 2025 Year End

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

Total Project Budget: \$ 5,000

Schedule:
Construction Start Date: 01/01/2026
Substantial Completion or purchase date: 12/31/2026

Funding Sources:	
Tax Levy	\$ 5,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

ice commander suits.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	Direct users of suits are Firefighters. The rescue equipment serves all residents and visitors to Owen Sound.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Injury or death to First Responders needing the equipment.
Legislation	Is the project required for legislative/regulatory compliance?	5	Legislated to be replaced every ten years as Firefighter PPE.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	Regular scheduled replacement of In-service equipment.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Suits require minimal maintenance and have minimal impact on staff time to repair or maintain.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No funding or grants available at this time.
Environment	Does the project address needs impacted by climate change?	5	Climate Change has created more extremes in weather. This has an impact to ice rescue as the ice is not as stable for the duration of the winter.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	No value to diversity
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Limited value to the "look" of the suits. New assets may be a brighter colour.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	Water Rescue services are a core service of the Fire Department. The Strategic Plan identifies "Safe City" as a priority.
Public Input	Has the project been identified through public engagement?	0	No public engagement

OSNGUPL Library HWH Replacement

26V.1

Priority Score: **17.50**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	10
Future Replacement Cost:	\$7,790

Priority Level:	Low
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	824 1st Ave. W.

Cash Flow Projection:	2026	2027	2028
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 5,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 5,000	\$ 0	\$ 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.

Costs Incurred to 2025 Year End

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

Total Project Budget: \$ 5,000

Schedule:

Construction Start Date: 03/01/2026

Substantial Completion or purchase date: 03/30/2026

Funding Sources:

Tax Levy	\$ 5,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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 Library.
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.	1	There will be little or no impact on current operations as the facility is not a high consumption facility.
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 due to minimal changes to the facility's consumption.
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.

OSNGUPL Library Front Door Replacement

26V.2

Priority Score: **41.70**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$125,625

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	824 1st Ave. W.

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

Costs Incurred to 2025 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 60,000

Schedule:
Construction Start Date: 01/01/2026
Substantial Completion or purchase date: 12/31/2026

Funding Sources:	
Tax Levy	\$ 60,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

The Carnegie Library was constructed in 1914. Renovations were completed in 1973 and 2009. Some exterior doors are original from the 1983 construction. The main entrance of the building is in poor condition, compromising the security of the building and does not provide an efficient building envelope. There are accessibility challenges with the entrance that will be addressed during the replacement. Consultation with the Heritage Division will occur to see if a heritage permit is required prior to work commencing.

The work is also being contemplated alongside other unfunded projects such as the entrance ramp and the stairwell glass replacement in hopes that a larger project can be funded through grant funding leveraging the budget allocated for this project.

Attach Images:

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

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

People	How many people will be directly impacted by the project?	5	The Library receives approximately 200,000 visitors annually, with the majority of the visitors entering via the front entrance doors.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries may occur in the event of the failure of door hardware equipment.
Legislation	Is the project required for legislative/regulatory compliance?	3	The front entrance is not considered fully accessible or does not meet best practices.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure, with a medium consequence associated with the availability of an accessible entrance to the Library.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	These doors have not experienced significant maintenance to date, but will likely begin to incur these costs if not replaced in the short-term.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for accessibility related grants if combined with other unfunded projects for the front entrance to the facility.
Environment	Does the project address needs impacted by climate change?	1	The project will have little or no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project will maintain access to the Library.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The aesthetic value of the existing doors has failed due to age and surrounding entrance components. The replacement of the doors will be a first step in improving the aesthetic value of the facility.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by ensuring an adequate facility portfolio.
Public Input	Has the project been identified through public engagement?	1	The condition of the existing doors has been mentioned in unsolicited feedback.

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	\$ 96,000		
Contingency			
Total	\$ 96,000	\$ 0	\$ 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.

Costs Incurred to 2026 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 96,000

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Reserves \$ 96,000

Please Select

Please Select

Please Select

Please Select

Capital Reserve \$ 0

Attach Images:

5-best-desktop-computers-for-business1596
120819332749.avif

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?	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 - \$17,782

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

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.

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

Attach Images:

Distracted-workers_antoniodyaz.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

Firewall Replacement

27A.4

Priority Score: **43.40**

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 3
Future Replacement Cost: Enter Replacement Cost & Year of Replacement

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	\$ 14,000		\$ 35,000
Contingency			
Total	\$ 14,000	\$ 0	\$ 35,000

Costs Incurred to 2026 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 49,000

Schedule:
 Construction Start Date: 01/01/2027
 Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Reserves	\$ 49,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

The City has standardized on a three year replacement cycle of firewalls to ensure hardware and security updates meet current standards to protect City services, and provide a more predicable model for equipment replacement.

This includes recognizing how we conduct business post COVID-19 and with an eye to improving the way staff work and access systems.

Replacement of existing end-of-life equipment on a standardized replacement cycle.

Attach Images:

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	\$ 34,400		
Contingency			
Total	\$ 34,400	\$ 0	\$ 0

Costs Incurred to 2026 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 34,400

Schedule:

Construction Start Date: 01/01/2027

Substantial Completion or purchase date: 12/31/2027

Funding Sources:

Reserves	\$ 34,400
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

The City has standardized on a six year replacement cycle for data storage to ensure Staff ability to deliver services effectively, and provide a more predicable model for equipment replacement.

This includes recognizing how we conduct business post COVID-19 and with an eye to improving the way staff work and access systems.

Replacement of existing end-of-life equipment on a standardized replacement cycle.

Most equipment has a life expectancy of 4 to 5 years and is out of warranty when replaced

Attach Images:

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?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both staff time and cost savings will be achieved as result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value (i.e. asset is underground, is not visible, etc.)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an Objective in the Strategic Plan
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public

Wireless Access Point Replacement

27A.6

Priority Score: **45.40**

Project Type: Replacement
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 JMRRRC, 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: **37.70**

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?	2	Employers are required to provide a safe work place
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	N/A
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	Highly engaged employees not only provide better service to customers, but their general performance was better than others
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Funded through tax levy
Environment	Does the project address needs impacted by climate change?	1	Project has a neutral impact on the environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	3	This project will assess diversity, equity and inclusion practices as they relate to employees
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	N/A
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	This project supports the strategic priority of Services Excellence and Clear Direction
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Term of Council Priorities - Strategic Plan (Term)

27B.2

Priority Score: 42.50

Project Type:	Consulting
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

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.

Costs Incurred to 2026 Year End

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

Total Project Budget: \$ 15,000

Schedule:

Construction Start Date: 02/01/2027

Substantial Completion or purchase date: 09/29/2027

Funding Sources:

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

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

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

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.

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

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

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.

Costs Incurred to 2026 Year End

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

Total Project Budget: \$ 10,000

Schedule:

Construction Start Date: 04/01/2027

Substantial Completion or purchase date: 04/30/2027

Funding Sources:

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

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):	20
Future Replacement Cost:	TBD

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
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
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Total Project Budget: \$ 60,000

Schedule:
Construction Start Date: 02/01/2027
Substantial Completion or purchase date: 12/31/2027

Funding Sources:	
Tax Levy	\$ 30,000
Donations	\$ 30,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

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

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

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

Attach Images:

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

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.

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

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.

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:

Tax Levy	\$ 5,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Attach Images: Unit Heater 6 Tool Room.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 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.

Refrigeration Plant B.A.S. Upgrades

27H.7

Priority Score: **26.70**

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

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 remote 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.

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

BAS Bayshore.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?	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.	1	There will be little impact to the operation as a result of this project.
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.

Compressor 2 Replacement

271.1

Priority Score: **27.00**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25 years
Future Replacement Cost:	52,500 (2051)

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

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

Costs Incurred to 2026 Year End

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

Schedule:
Construction Start Date: 05/01/2027
Substantial Completion or purchase date: 07/31/2027

Funding Sources:	
Tax Levy	\$ 30,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

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

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

Attach Images:

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

Compressor 2 Replacement

271.1

Priority Score: 27.00

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

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
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 40,000
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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	\$ 65,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 65,000	\$ 0	\$ 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.

Costs Incurred to 2026 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 65,000

Schedule:
 Construction Start Date: 09/01/2027
 Substantial Completion or purchase date: 09/30/2027

Funding Sources:	
Tax Levy	\$ 65,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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.

OS Police Station Air Handling Unit Replacement

27J.4

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.

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

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.

Costs Incurred to 2026 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 10,000

Schedule:
 Construction Start Date: 06/01/2027
 Substantial Completion or purchase date: 08/30/2027

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

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

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.

Costs Incurred to 2026 Year End

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

Total Project Budget: \$ 30,000

Schedule:

Construction Start Date: 09/01/2027

Substantial Completion or purchase date: 11/30/2027

Funding Sources:

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

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

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.

Costs Incurred to 2026 Year End

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

Total Project Budget: \$ 15,000

Schedule:

Construction Start Date: 04/01/2027

Substantial Completion or purchase date: 04/30/2027

Funding Sources:

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

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

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.

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

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

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.

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

Attach Images: hydrant testing.jpg; hydrant.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?	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

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.

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



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

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.

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

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

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.

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

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: 60.10

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	50 years - road, 100 years - mains and services

Priority Level:	High
Department:	Public Works and Engineering
Staff Contact:	Chris Webb

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering	\$ 15,000	\$ 3,000	\$ 3,000
Design or Engineering	\$ 300,000	\$ 17,000	\$ 17,000
Communication / Signage			
Construction / Contractor	\$ 3,185,000		
Materials			
Equipment/Misc			
Contingency	\$ 200,000		
Total	\$ 3,700,000	\$ 20,000	\$ 20,000

Costs Incurred to 2026 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 3,740,000
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Schedule:	
Construction Start Date:	03/30/2027
Substantial Completion or purchase date:	11/30/2027

Funding Sources:	
OCIF Formula	\$ 1,920,000
Water Rates	\$ 910,000
Waste Water Rates	\$ 910,000
Please Select	
Please Select	
Capital Reserve	

Description and Rationale:

This project involves reconstructing 4th Avenue West from 17th Street West to 20th Street West.

This project will include the second phase of reconstruction of the 4th Avenue West roadway, replacing all the failing municipal underground infrastructure and fully reconstructing curbs/gutters and sidewalks.

The Engineering design and approvals cost for this project phase is included in the 15th St W to 17th St W phase of construction. The Design or Engineering cost shown is for contract administration, inspection and materials testing during the construction period.

Attach Images: 4th Ave W.PNG; 1. 4th Ave W - 17th St W to 20th St W - Reconstruction.pdf

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	4	This will impact pedestrian and vehicular traffic on a collector road servicing a school.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries may result if this project does not proceed due to trip hazards.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	All the infrastructure under the road is currently past its life expectancy and is in need of replacement.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Improvements on the underground infrastructure and road will greatly reduce the amount of staff time and operational costs, as well we reduce liability due to flooding in the area
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	This project is mainly funded through OCIF.
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain existing public infrastructure.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	This project will look at improving the aesthetic value of the road street scape by including boulevard trees where appropriate and feasible.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input	Has the project been identified through public engagement?	2	Has been mentioned informally through public engagements on the condition of the road.

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

27P.2

Priority Score: **56.30**

Project Type: Replacement
Growth Related?: No
Estimated Useful Life (years): 50 years - road, 100 years - mains and services

Priority Level: High
Department: Public Works and Engineering
Staff Contact: Chris Webb

Cash Flow Projection:	2027	2028	2029
Studies			
In House Engineering	\$ 20,000	\$ 20,000	\$ 5,000
Design or Engineering	\$ 280,000	\$ 280,000	\$ 15,000
Communication / Signage			
Construction / Contractor		\$ 2,500,000	
Materials			
Equipment/Misc			
Contingency		\$ 200,000	
Total	\$ 300,000	\$ 3,000,000	\$ 20,000

Costs Incurred to 2026 Year End

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

Total Project Budget: \$ 3,320,000

Schedule:
 Construction Start Date: 03/30/2027
 Substantial Completion or purchase date: 11/30/2027

Funding Sources:

OCIF Formula	\$ 668,000
Water Rates	\$ 1,336,000
Waste Water Rates	\$ 1,336,000
Please Select	
Please Select	
Capital Reserve	

Description and Rationale:
 This is the first phase of a proposed three phase project that involves reconstructing 3rd Avenue East from 10th Street East to 18th Street East.

The first phase is the 10th Street East to 12th Street East segment.
 This project will be coordinated in conjunction with the County of Grey Road reconstruction. This project will include reconstruction of 3rd Avenue East roadway, replacing all the failing municipal underground infrastructure and fully reconstructing curbs/gutters and sidewalks.

The costs shown are for City related costs only. This includes watermain, sanitary sewer, sidewalk replacement, existing storm sewer replacement or new construction water replacement (cost shared by City and County) and boulevard landscaping including planting new trees.

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

Attach Images: 3rd Avenue East-Grey Road 15 Reconstruction.pdf

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	4	It is estimated that 5,000 to 9,999 people will be directly impacted as a result of this project. This will impact pedestrian and vehicular traffic on a collector road servicing a school.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries may result if this project does not proceed due to trip hazards.
Legislation	Is the project required for legislative/regulatory compliance?	1	No known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	All the infrastructure under the road is currently past its life expectancy and is in need of replacement.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Improvements on the underground infrastructure and road will greatly reduce the amount of staff time and operational costs, as well we reduce liability due to flooding in the area
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	This project is partially funded by OCIF (less than 50%), plus a partnership cost component with Grey County.
Environment	Does the project address needs impacted by climate change?	3	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain existing public infrastructure.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	This project will look at improving the aesthetic value of the road street scape by including boulevard trees where appropriate and feasible.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports core service delivery.
Public Input	Has the project been identified through public engagement?	2	Has been mentioned informally through public comments on the condition of the road.

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

27P.3

Priority Score: 32.10

Project Type:	Replacement
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	\$ 10,000	\$ 5,000	
Design or Engineering	\$ 70,000	\$ 45,000	\$ 10,000
Communication / Signage			
Construction / Contractor		\$ 600,000	
Materials			
Equipment/Misc			
Contingency			
Total	\$ 80,000	\$ 650,000	\$ 10,000

Costs Incurred to 2026 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 740,000
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Schedule:	
Construction Start Date:	03/31/2027
Substantial Completion or purchase date:	07/31/2027

Funding Sources:	
Tax Levy	\$ 690,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 50,000

Description and Rationale:

The 28th Ave East Culverts (OS-17) are located approximately 320m north of 20th Street East. This culvert is a 0.9m double barrel culvert crossing that was constructed in 1965.

This culvert crossing has exceeded its expected life and is in poor condition due to corrosion along the waterline, sediment build up as well as failures of the culvert's head wall.

This project will investigate the appropriate replacement structures to handle the traffic passing over the culverts as well as making sure the culverts are sized accordingly to handle storm events.

Attach Images: 3. 28th Avenue East Culverts (OS-17) - north of 20th St E.JPG

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

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	\$ 10,000	\$ 5,000	
Design or Engineering	\$ 70,000	\$ 45,000	\$ 15,000
Communication / Signage			
Construction / Contractor		\$ 550,000	
Materials			
Equipment/Misc			
Contingency			
Total	\$ 80,000	\$ 600,000	\$ 15,000

Costs Incurred to 2026 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 695,000
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Schedule:	
Construction Start Date:	03/31/2027
Substantial Completion or purchase date:	11/01/2027

Funding Sources:	
Tax Levy	\$ 95,000
Grant	\$ 600,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

The 10th St W - Upper North Side - RW-3B is located on the north side of 10th street West between 4th Avenue West and 6th Avenue West. This section of retaining wall was constructed in 1972.

During the 2018 inspection, it was identified that sections of the wall are showing signs of rotation/ tipping along with other minor issues such as concrete spalling, cracking, failing drainage channels and over vegetation that may be adding to this failure.

This project will investigate the stability of the retaining wall and any sections of the retaining wall that may need to be replaced and repaired to extend the service life of this structure.

The Grant portion of the funding assumes successful Connecting Link funding.

Attach Images: 4.10th St W - Upper North Side - RW-3B (Connecting Link).pdf

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

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:	Addition
Growth Related?:	Yes
Estimated Useful Life (years):	50
Future Replacement Cost:	\$808000 (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

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.

Costs Incurred to 2026 Year End

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

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

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:	\$1.4M

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 front-ending contribution (Servicing Agreement for Thompson Centres) of the 16th St E & 20th Ave E Intersection upgrade along with the construction of 20th Avenue East. The intention is to collect this amount from development east of 20th Ave E (north east quadrant of 16th St E/20th Ave E intersection). In the event that development does not proceed on the above noted property and this amount cannot be recovered/collected from development in the north-east quadrant of the intersection by the end of 2027, the City will be required to reimburse Thompson Centres and recover the cost at a later date.

Note: As per the Servicing Agreement, this cost is indexed each year based on the actual annual CPI adjustments.

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

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 ("Centre Road") driveway to the future 22nd Avenue East intersection at Sydenham 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.

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

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.

Mobile Data Terminals Installed in Apparatus

27U.1

Priority Score: 39.90

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

Priority Level:	Moderate
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

Description and Rationale:
 Purchase and installation of Mobile Data Terminals in Fire Apparatus. Further details to be included as project is developed.

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

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?	3	Although Fire Fighters are the end users of the asset, this project will have an impact on all residents of the City and help to ensure that they have the best service possible.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Having access to this asset would greatly impact the safety of staff and residential and commercial occupants of buildings.
Legislation	Is the project required for legislative/regulatory compliance?	2	No current legislation; however, it is a best practice in the industry.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	This is currently not included in the City's asset management plan
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Increase in operational effectiveness through new technology.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	Funded through tax levy
Environment	Does the project address needs impacted by climate change?	1	No impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	No impact
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	No impact
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports core service delivery
Public Input	Has the project been identified through public engagement?	0	Not mentioned by public

Rope Rescue Equipment

27U.2

Priority Score: **51.00**

Project Type:	Replacement
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

Description and Rationale:
 Scheduled Replacement of Life Safety ropes and high angle rescue equipment.

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

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	Although Fire Fighters are the end users of the asset, this project will have an impact on all residents of the City and help to ensure that they have the best service possible.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Failure of the asset would be directly detrimental to the safety of staff and residential and commercial occupants of building.
Legislation	Is the project required for legislative/regulatory compliance?	5	Legislated replacement as per schedule
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	High consequence of failure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Maintains operational performance
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Funded through tax levy
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Water Rescue - Survival Suits, Life Jackets and PDFs

27U.3

Priority Score: 48.60

Project Type: Replacement

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

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).

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

Attach Images: ice commander.webp

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.	3	High consequence of failure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness through new technology.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Funded through tax levy
Environment	Does the project address needs impacted by climate change?	2	Slight environmental impact as a result of newer assets made with potentially more environmentally friendly materials
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	Project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	No input has been requested

Automated External Defibrillators (AEDs)

27U.4

Priority Score: **55.00**

Project Type: Replacement
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

Description and Rationale:
 Scheduled replacement of Automatic External Defibrillators
 2 units - 2012 (End of life 2027)

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

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.	3	High consequence of failure.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	Slight impact on operational efficiency and effectiveness through new technology.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Funded through tax levy
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	Helps ensure everyone has access to life saving equipment.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

Fire Station Unit Heater Replacements (x3) - Apparatus Bay

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

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.

Costs Incurred to 2026 Year End

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

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

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.

Projectors

28A.1

Priority Score: **24.00**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	5
Future Replacement Cost:	\$16,000 (2033)

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Mark Giberson
Location/Coordinates:	Bayshore, Various

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 16,000		
Contingency			
Total	\$ 16,000	\$ 0	\$ 0

Description and Rationale:
 Replace of projector based on a 5 to 7 year cycle. Current Laser Projector has been in use since 2017 and will be well beyond it normal replacement cycle of 5 years. The projector is part of the fixed equipment that is used during community events and other rentals.

Costs Incurred to 2027 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 16,000

Schedule:
 Construction Start Date: 01/01/2028
 Substantial Completion or purchase date: 06/01/2028

Funding Sources:	
Reserves	\$ 16,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Attach Images: 224480_DLA-NX7B-NX5B_angled-1-600x398.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?	1	1,000 people will be directly impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public at The Bayshore Community Centre
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery (Facility Booking)
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Meeting Room Equipment

28A.2

Priority Score: **44.60**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	5
Future Replacement Cost:	\$15,000 (2033)

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Mark Giberson
Location/Coordinates:	City Hall

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

Description and Rationale:

Replace of meeting room equipment based on a 5 to 7 year cycle. Current equipment was acquired in 2021 and will be well beyond it normal replacement cycle of 5 years. Appropriate conferencing equipment ensures flawless communication during meetings. Whether it's video conferencing, conference calls, or virtual meetings, having the right tools enhances collaboration and understanding among team members and clients.

Costs Incurred to 2027 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 15,000

Schedule:

Construction Start Date: 01/01/2028

Substantial Completion or purchase date: 06/01/2028

Funding Sources:

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

Attach Images:

224480_DLA-NX7B-NX5B_angled-1-600x398.jpg; mr.JPG

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	1,000 people will be directly impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both staff time and cost savings will be achieved as result of the project through the effect use of remote meetings reduced travel time and increased ability to meet with out those restrictions.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	2	The project will slightly improve the natural environment and/or prevent further detriment through the reduction of travel.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	Project supports ability of public to interact with staff without barriers.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an Objective in the Strategic Plan by improving operational effectiveness.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Video Surveillance System Replacement

28A.3

Priority Score: **41.00**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	5
Future Replacement Cost:	\$77,000 (2033)

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Mark Giberson
Location/Coordinates:	City Hall, Transit, Bayshore JMRRC

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 70,000		
Contingency			
Total	\$ 70,000	\$ 0	\$ 0

Description and Rationale:
 Replacement of equipment based on a standardized replacement cycle to ensure functionality of equipment. The City's Video Surveillance System is used in various City facilities to ensure the health and safety of staff, patron and residents who use City facilities and is a key component in managing risk and insurance claims.

Costs Incurred to 2027 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 70,000

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

Funding Sources:	
Reserves	\$ 70,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Attach Images: camera.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?	1	1,000 people will be directly impacted as a result of this project
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Serious injuries or death may result if the project does not proceed. City Video Surveillance System is core to ensure the health and safety of staff in their work environment. Failure to replace existing equipment would remove this tool.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and low consequences
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through reserves.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public at the Bayshore Community Centre and JMRRC.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Software Transformation - Mobile Technology + AVL

28A.4

Priority Score: 44.50

Project Type: Replacement
 Growth Related?: No
 Estimated Useful Life (years): 7-10 Years

Priority Level: Moderate
 Department: Corporate Services
 Staff Contact: Mark Giberson

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 52,800		
Contingency			
Total	\$ 52,800	\$ 0	\$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget \$ 12,000 \$ 0 \$ 0

Total Project Budget: \$ 52,800

Schedule:
 Construction Start Date: 01/04/2028
 Substantial Completion or purchase date: 07/31/2028

Funding Sources:
 Tax Levy \$ 52,800
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

Description and Rationale:

In 2022 the City undertook an IT Needs Assessment, based on strategic and legislative requirements, which facilitated an extensive review of the City's core systems. The goals of the project were to identify which systems meet current and future needs as well as to enhance the City's ability to deliver critical services, improve service delivery, enhance efficiencies, and provide a higher level of integration between platforms. As part of the final report, a long-term solution architecture for the City was developed prioritizing which systems need to be replaced in which order.

Extend and enhance City's Automatic Vehicle Location (AVL) system to assist in the day to day management of city vehicles, automatically collect data, creating metrics and assist in managing risk. The City currently uses a AVL solution on some city vehicles to assist in managing real-time salt usage for winter operations. As part of the City's fleet management strategy the City is looking at extending the use of AVL to create addition metrics to allow for better data driven decisions for fleet management.

Attach Images: CityHall.jpg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	3	Direct impact will be City staff from various departments; however, this project will also affect delivery of all it services to staff and Citizens (>10,000 people indirectly impacted)
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	No Impact on Health an Safety
Legislation	Is the project required for legislative/regulatory compliance?	3	The project will move the organization closer to meeting legislation.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset in order to generate operational improvements.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Both Staff time and cost savings will be achieved as a result of the project
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No opportunity for partnership or grant funding
Environment	Does the project address needs impacted by climate change?	1	Little or no impact on environment
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	Service Excellence - KR3 Supports an objective of the Strategic Plan
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public

Parks Waste Receptacles Program Development and Implementation

28D.4

Priority Score: 25.80

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	20
Future Replacement Cost:	TBD/2048

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Kelso Beach at Nawash Park

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

Costs Incurred to 2027 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 15,000
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Schedule:	
Construction Start Date:	02/07/2028
Substantial Completion or purchase date:	12/29/2028

Funding Sources:	
Tax Levy	\$ 15,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

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

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

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Playground Replacement - 28th St Tot Lot Playground

28D.5

Priority Score: 57.90

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	20
Future Replacement Cost:	TBD/2048

Priority Level:	High
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Tot Lot Park

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 45,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 45,000	\$ 0	\$ 0

Description and Rationale:

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

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

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

Costs Incurred to 2027 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 45,000

Schedule:

Construction Start Date: 02/07/2028

Substantial Completion or purchase date: 12/29/2028

Funding Sources:

Tax Levy	\$ 45,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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?	5	Completion of the project will gain full legislative/regulatory compliance.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	There is a high probability of failure and high consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	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?	1	The project may be eligible for rebate.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	The project will be free to access for all users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public. The playground project layout will be brought forward to the Grey County Accessibility Advisory Committee for their input.

Playground Replacement - Ed Taylor Playground

28D.6

Priority Score: 57.90

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	20
Future Replacement Cost:	TBD/2048

Priority Level:	High
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Ed Taylor Park

Cash Flow Projection:	2028	2029	2030
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 2027 Year End

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

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

Funding Sources:	
Tax Levy	\$ 150,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

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

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

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

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?	5	Completion of the project will gain full legislative/regulatory compliance.
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	There is a high probability of failure and high consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	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?	1	The project may be eligible for rebate.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	The project will be free to access for all users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The playground project layout will be brought forward to the Grey County Accessibility Advisory Committee for their input.

Trail Design and Signage Standards Development

28D.7

Priority Score: 28.50

Project Type:	Study
Growth Related?:	No
Estimated Useful Life (years):	NA
Future Replacement Cost:	NA

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Citywide

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

Costs Incurred to 2027 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 25,000
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Schedule:	
Construction Start Date:	02/07/2028
Substantial Completion or purchase date:	12/29/2028

Funding Sources:	
Tax Levy	\$ 25,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

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

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

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

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

28D.8

Priority Score: 40.50

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	NA
Future Replacement Cost:	TBD

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Harrison Park

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

Costs Incurred to 2027 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 34,000

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

Funding Sources:	
Tax Levy	\$ 34,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

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

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

- 6-10 Years
1. Replace deck boards.

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

Attach Images: Pottawatomi River Ped Bridge #06.jpg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

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

28D.9

Priority Score: 40.50

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	NA
Future Replacement Cost:	TBD

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Harrison Park

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

Costs Incurred to 2027 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 97,000
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Schedule:	
Construction Start Date:	02/07/2028
Substantial Completion or purchase date:	12/29/2028

Funding Sources:	
Tax Levy	\$ 97,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

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

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

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

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

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

HP Ped Bridge #24.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?	5	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	4	The project is required to continue to be compliant.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

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

28D.10

Priority Score: 40.50

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	NA
Future Replacement Cost:	TBD

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	East Harbour Boat Launch

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

Costs Incurred to 2027 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 54,000
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Schedule:
Construction Start Date: 02/07/2028
Substantial Completion or purchase date: 12/29/2028

Funding Sources:	
Tax Levy	\$ 54,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

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

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

Urgent

1. Correct erosion of west approach

Less than 1 Year

1. Repair eroded embankments

1-5 Years

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

6-10 Years

1. Replace protective coating on hand rails.
2. Chip and patch top deck spalls.

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

Attach Images: East Harbour Boat Launch Ped Bridge #26.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	>10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries not requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	4	The project is required to continue to be compliant.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of the project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the impacted asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Playground Replacement - St. Julien Playground

28D.11

Priority Score: 57.90

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	20
Future Replacement Cost:	TBD/2048

Priority Level:	High
Department:	Community Services
Staff Contact:	Manager of Parks & Open Space
Location/Coordinates:	St. Julien Park

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 75,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 75,000	\$ 0	\$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 75,000

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

Funding Sources:	
Tax Levy	\$ 75,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

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

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

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

Attach Images: St Julien Park Playground.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?	1	
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	
Legislation	Is the project required for legislative/regulatory compliance?	5	
Asset Management	Is the project a high priority for replacement in the asset management plan.	5	
Operational Performance	If the project 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	
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	
Environment	Does the project address needs impacted by climate change?	1	
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	4	
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	
Public Input	Has the project been identified through public engagement?	0	

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

26D.19

Priority Score: **40.50**

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	NA
Future Replacement Cost:	TBD

Priority Level:	Moderate
Department:	Community Services
Staff Contact:	Eckhard Pastrik
Location/Coordinates:	Harrison Park

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

Costs Incurred to 2027 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 113,000

Schedule:
Construction Start Date: 02/07/2026
Substantial Completion or purchase date: 12/29/2028

Funding Sources:	
Tax Levy	\$ 113,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

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

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

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

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

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

Attach Images: HP Ped Bridge #23.jpg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

City Hall Carpet Replacement

28G.1

Priority Score: **33.60**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	10
Future Replacement Cost:	\$67,200

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	City Hall - 808 2nd Ave. E.

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 50,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 50,000	\$ 0	\$ 0

Costs Incurred to 2027 Year End

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

Schedule:
Construction Start Date: 07/01/2028
Substantial Completion or purchase date: 07/22/2028

Funding Sources:	
Reserves	\$ 50,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

The administrative areas and Council Chambers at City Hall have a carpeted floor surface. The installation of carpet tiles in these areas was determined as part of the 2018 City Hall renovations for its durability and its noise attenuation in open concept areas.

The existing carpet tiles are deteriorating at their corners and creating trip hazards in multiple areas of the building. Staff have been using spare stock to repair high traffic areas but can no longer purchase the same materials. All carpet tiled areas will need to be replaced. The project will be completed over multiple weeks due to the need to move office and IT equipment and maintain business continuity.

Attach Images:

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	City Hall staff located in the areas with the majority of the carpet tiles. There is limited impact on the general public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result if staff or public users trip over the deteriorating carpet tile edges.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance with the exception of the Occupiers' Liability Act.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and a low consequence of failure resulting from deteriorating carpet tiles.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project in that staff will no longer have to remove and replace tiles on an ongoing basis.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded from the City Hall Capital Reserve.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	There will be a minor aesthetic improvement.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery but maintaining the services delivered via City Hall.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

City Hall Interior Painting

28G.2

Priority Score: **21.40**

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	10
Future Replacement Cost:	\$26,900

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	City Hall - 808 2nd Ave. E.

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 18,000		
Materials	\$ 2,000		
Equipment/Misc			
Contingency			
Total	\$ 20,000	\$ 0	\$ 0

Description and Rationale:

The renovation of City Hall occurred in 2018. A large component of this project included interior renovations such as new walls, flooring, furniture, fixtures, and equipment.

The average lifespan of these assets range from 10-20 years. One of the items with the lowest lifespan is wall painting. The proposed project will be completed using internal staff and a contractor, depending on the location of the building.

City staff will complete the painting in low traffic areas or areas where this is minimal disruption to staff/public. An outside contractor will be used in the large common areas so that there is minimal impact on facility users.

Costs Incurred to 2027 Year End

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

Total Project Budget: \$ 20,000

Schedule:

Construction Start Date: 01/01/2028

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

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

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	City Hall staff are located in the areas with the majority of the spaces to be painted. There is limited impact on the general public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure and low consequence of failure from a structural standpoint, however, the maintenance of City assets is an expectation of facility users.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project as staff have been able to keep up with minor damages to the walls.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through the City Hall reserve.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	0	The project will have no direct impact on public users.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	There will be a minor aesthetic improvement.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery but maintaining the services delivered via City Hall.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

City Hall Access Control System Replacement

28G.3

Priority Score: **26.60**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	10
Future Replacement Cost:	\$100,800

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	City Hall - 808 2nd Ave. E.

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 75,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 75,000	\$ 0	\$ 0

Description and Rationale:

The access control system at City Hall allows for the non-public and operational areas of City Hall to be restricted to the public. This is for both the security of staff and the public.

The current system was installed during the 2018 renovations and became obsolete in 2023. Staff are able to utilize existing or used parts for approximately five years but will then need to completely replace the system.

Costs Incurred to 2027 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 75,000

Schedule:

Construction Start Date: 03/01/2028

Substantial Completion or purchase date: 05/31/2028

Funding Sources:

Reserves	\$ 75,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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	City Hall staff are the main users of the system. There is limited impact on the general public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	The access control system is used restrict areas that staff or the public should not access (i.e. mechanical and electrical rooms). This mitigates the impact of error if untrained staff enter these areas.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirements for an access control system.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure for the existing equipment. The consequence is low because there is an alternative way to access these areas.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project as a system is already in place.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	2	The project is funded through the City Hall capital reserve.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value as the public facing equipment is already in place and the controllers are located in a mechanical room.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery but maintaing the services delivered via City Hall.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Rutherford Hall Floor Replacement

28H.1

Priority Score: **32.20**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	30
Future Replacement Cost:	\$160,000 (2058)

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

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	\$ 100,000		
Equipment/Misc			
Contingency			
Total	\$ 100,000	\$ 0	\$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 100,000

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

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

Description and Rationale:

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

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

This work would be completed by a contractor.

Attach Images:

IMG_3162.jpeg; IMG_3163.jpeg

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Ice Resurfacers Room Floor Repairs

28H.2

Priority Score: **25.40**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	15
Future Replacement Cost:	\$78,000 (2043)

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

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	\$ 60,000		
Equipment/Misc			
Contingency			
Total	\$ 60,000	\$ 0	\$ 0

Description and Rationale:

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

This would be completed by a contractor.

Costs Incurred to 2027 Year End

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

Total Project Budget: \$ 60,000

Schedule:

Construction Start Date: 05/01/2028

Substantial Completion or purchase date: 06/30/2028

Funding Sources:

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



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Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Dressing Room Shower Upgrades

28H.3

Priority Score: **20.20**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	30
Future Replacement Cost:	\$40,000 (2058)

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

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

Description and Rationale:

This project will see the dressing room shower facilities be upgraded at the Bayshore Community Centre with new fixtures, and surrounds. The current facilities are over 40 years old with minimal upgrades completed to the shower heads in past years. Trusscore would be installed on the wall surfaces to allow for better aesthetics and ease of cleaning, with water saver shower heads installed to help reduce some water consumption.

This work would be completed in house with Facility Maintenance staff and Arena staff working together.

Costs Incurred to 2027 Year End

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

Total Project Budget: \$ 20,000

Schedule:

Construction Start Date: 05/01/2028

Substantial Completion or purchase date: 07/28/2028

Funding Sources:

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

Attach Images:

IMG_3160.jpeg; IMG_3161.jpeg

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Dressing Room Shower Upgrades 28H.3

Priority Score: **20.20**

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	3	Thousands of people use the shower facilities every year, they will be impacted by the upgrades.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	Though there isn't a risk to health and safety it will allow for an easier cleaning of the shower facilities.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no know legislation mandating this upgrade.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to a current 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 to no effect on the operation from the completion of this project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	Currently there is no opportunity for partnership or grant funding at this time.
Environment	Does the project address needs impacted by climate change?	1	This project will have little to no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain an existing space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	This project will improve the aesthetic value of the asset where there is not deemed a failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project will continue to support core service delivery.
Public Input	Has the project been identified through public engagement?	1	The state of the current showers has been mentioned in passing by some users.

Domestic Hot Water Boiler Replacement

28H.4

Priority Score: **32.20**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	37,500 (2053)

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

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

Description and Rationale:

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

A licensed contractor would complete this work.

Costs Incurred to 2027 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 25,000

Schedule:

Construction Start Date: 01/01/2028

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

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



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Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Domestic Hot Water Tank Replacement

28H.5

Priority Score: **27.60**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	30,000 (2053)

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

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

Description and Rationale:

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

Costs Incurred to 2027 Year End

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

Total Project Budget: \$ 20,000

Schedule:

Construction Start Date: 01/01/2028

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

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

Attach Images:

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Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Exterior Brick Repairs and Sealing 28H.6

Priority Score: 19.80

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	30
Future Replacement Cost:	\$72,000 (2058)

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

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials	\$ 40,000		
Equipment/Misc			
Contingency			
Total	\$ 40,000	\$ 0	\$ 0

Description and Rationale:

This project will see the cleaning and sealing of the white brick on the exterior of the Bayshore Community Centre. Currently there is evidence of mold on the brick which indicates moisture penetration, cleaning is an option however it must be sealed afterwards to ensure moisture cannot continue to penetrate the brick and cause damage. The brick is still in good shape and should be maintained to ensure this continues.

This work would be completed by a contractor.

Costs Incurred to 2027 Year End

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

Total Project Budget: \$ 40,000

Schedule:

Construction Start Date: 05/01/2028

Substantial Completion or purchase date: 06/30/2028

Funding Sources:

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



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Exterior Brick Repairs and Sealing 28H.6

Priority Score: **19.80**

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	3	Thousands of people use the Bayshore annually, though this project does not directly impact the 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	Currently there is no impact to health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no know legislation at this time.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is currently a low probability of failure with a low consequence.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	This project will have little to no impact on the operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is currently no grant opportunities for this project.
Environment	Does the project address needs impacted by climate change?	1	This will have little to no impact on the environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	This project will maintain a current public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	This project will improve the aesthetic value of the brick, though there is not a failure at this point.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	0	This project is not directly tied to the strategic plan.
Public Input	Has the project been identified through public engagement?	0	Tis has not been identified by the public.

Ice Resurfacers Replacement

281.1

Priority Score: **35.00**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	10
Future Replacement Cost:	\$156,000 (2038)

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

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

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

Costs Incurred to 2027 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 130,000

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

Funding Sources:	
Reserves	\$ 130,000
Please Select	
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Capital Reserve	\$ 0

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Ice Resurfacers Replacement

281.1

Priority Score: 35.00

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

B.A.S. Control Upgrades

281.2

Priority Score: **26.70**

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	10
Future Replacement Cost:	\$78,000 (2038)

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

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

Description and Rationale:

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

This work would be completed by our refrigeration contractor.

Costs Incurred to 2027 Year End

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

Total Project Budget: \$ 65,000

Schedule:

Construction Start Date: 01/01/2028

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

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

Attach Images:

IMG_3137.jpeg

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Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

OS Police Station Elevator Upgrades or Replacement

28J.1

Priority Score: 23.40

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$471,100

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

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 225,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 225,000	\$ 0	\$ 0

Description and Rationale:

The existing hydraulic elevator at the OS Police Station was installed during the 2008 renovation. The elevator is in fair condition. It is believe that the elevator main shaft is not vertically aligned which is affecting performance and requires ongoing maintenance.

The project will include the removal and replacement of the existing elevator. The current opening is sufficient enough for replacement without a lot of extra reinstatement.

Costs Incurred to 2027 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 225,000

Schedule:

Construction Start Date: 08/01/2028

Substantial Completion or purchase date: 08/30/2028

Funding Sources:	
Tax Levy	\$ 225,000
Please Select	
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Capital Reserve	\$ 0

Attach Images:

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Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	1	The use of the elevator is limited to internal staff or invited guests.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will have no impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and a low consequence as accommodations can be made during an outage.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project through reduced maintenance costs and fewer outages..
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space, particularly for the Police Services boardroom
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	This project has no aesthetic value.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by allowing access to areas of the facility.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback particularly around the lack of speed of the elevator.

OS Police Station Fire Alarm System Replacement

28J.2

Priority Score: 19.00

Project Type: Replacement
 Growth Related?: No
 Estimated Useful Life (years): 20
 Future Replacement Cost: Enter Replacement Cost & Year of Replacement

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

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 30,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 30,000	\$ 0	\$ 0

Description and Rationale:
 The current fire alarm system was installed during the 2008 renovation and will meet the end of its recommended lifespan in 2028.
 The current system is only a single stage and is recommended to be upgraded to a two stage in order to prevent false / nuisance alarms. This is the type of system typically installed in a police station.

Costs Incurred to 2027 Year End

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

Total Project Budget: \$ 30,000

Schedule:
 Construction Start Date: 08/01/2028
 Substantial Completion or purchase date: 08/30/2028

Funding Sources:
 Tax Levy \$ 30,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

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 fire alarm system protects OS staff and other users.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	There is no impact on health and safety at this time as the system is currently functioning.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement as the system is currently functioning.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	There is a moderate probability of failure and a low consequence as the system is currently functioning.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding for this project.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on the environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value as the system is contained within a mechanical room in the facility.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by ensuring the safety of a key City asset.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

CN Station Decking Replacement & Slab Repairs

28M.1

Priority Score: 34.30

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	15
Future Replacement Cost:	\$31,200

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	1155 1st. Ave. W.

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

Costs Incurred to 2027 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 20,000
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Schedule:	
Construction Start Date:	06/01/2028
Substantial Completion or purchase date:	06/30/2028

Funding Sources:	
Tax Levy	\$ 20,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

The CN Station is a former railway station that has been converted into a marine & rail museum as well as the City's tourism office.

A previous enhancement of the platform at the rear of the building converted the concrete/asphalt platform to a wooden surface to provide a heritage look to the site.

The wooden surface has partially been removed, with the remainder of the platform still being used near the rear entrance to the facility. Staff are proposing the removal of the existing deck and replacement with the same type of material unless a third party grant has been received and a more durable material can be installed.

Attach Images:

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	3	It is estimate that 2,500 to 4,999 people access the building via the platform or walk across it.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result if users trip over the uneven decking edges.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement other than the Occupiers' Liability Act.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure and moderate consequence depending on the severity of an incident at a trip hazard.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of the project as staff have been able to refasten boards to the structure underneath.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for a grant or donation.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The project addresses a failing aesthetic value and provides for an improvement over the existing, weathered surface.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by ensuring access to this facility.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

CN Station Exterior Landscaping & Accessibility Upgrades

28M.2

Priority Score: 38.30

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	25
Future Replacement Cost:	\$104,700

Priority Level:	Moderate
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	CN Station

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 50,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 50,000	\$ 0	\$ 0

Description and Rationale:

The CN Station is a former railway station that has been converted into a marine & rail museum as well as the City's tourism office.

A previous enhancement of the platform at the rear of the building converted the concrete/asphalt platform to a wooden surface to provide a heritage look to the site. However, the rest of the area has remained unchanged. The deterioration of the aggregate materials has resulted in failing infrastructure and a poor aesthetic.

The project will involve the landscaping around the building and the platform to return this area to its previous condition. Accessibility will be incorporated into this design through improved paths of travel.

Costs Incurred to 2027 Year End

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

Total Project Budget: \$ 50,000

Schedule:

Construction Start Date: 06/01/2028

Substantial Completion or purchase date: 06/30/2028

Funding Sources:

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

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	It is estimate that 2,500 to 4,999 people access the building via the platform or walk across it.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result if users trip over or fall into holes in the existing surfaces.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement other than the Occupiers' Liability Act.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure and moderate consequence depending on the severity of an incident at a trip hazard.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	2	There will be a slight impact on operational efficiencies as a result of the project as both public works and facilities staff have to remediate the failing concrete or aggregate surfaces multiple times each year.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	This project may be eligible for a grant or a donation.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	4	The project addresses a failing aesthetic value and provides for an improvement over the existing, weathered surface.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery by ensuring access to this facility.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

BBM Window Repairs and Painting

28M.3

Priority Score: **19.20**

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	10
Future Replacement Cost:	33600

Priority Level:	Low
Department:	Corporate Services
Staff Contact:	Bradey Carbert
Location/Coordinates:	948 3rd Ave W

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

Description and Rationale:

The facility windows (including seasonal storm windows) require repairs and painting to the wooden components in order to maintain the historical, victorian features of the building.

The repairs will be completed in-house with City staff and will ensure the integrity of the heritage features is maintained. A heritage permit will be obtained before work commences.

Costs Incurred to 2027 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 25,000

Schedule:

Construction Start Date: 07/01/2028

Substantial Completion or purchase date: 08/30/2028

Funding Sources:

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

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 other than deterioration can lead to other structural issues within the building.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirements for this project.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	There is a low probability of failure, however, there is a moderate consequence if there is deterioration from water.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There is little to no impact on current operations.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	There is no opportunity for partnership or grant funding at this time.
Environment	Does the project address needs impacted by climate change?	1	There will be little or no impact on environment as a result of this project.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?		
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project improves aesthetic values where there is not a deemed failure.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	This project supports the delivery of core services.
Public Input	Has the project been identified through public engagement?	1	The project has been mentioned in unsolicited feedback.

Minor Pumping Station Rehab

280.1

Priority Score: **61.00**

Project Type: Rehabilitation
Growth Related?: No
Estimated Useful Life (years): 50
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: 27th St Sewage Pumping Station

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 300,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 300,000	\$ 0	\$ 0

Description and Rationale:

The 27th Street Sewage Pumping Station has a number of issues which need to be addressed through considerable rehabilitation: (1) Very significant electrical deficiencies and (2) physical condition of station (3) pumps and associated mechanical.

The attached photo shows the ideal pumping station configuration; it does not represent the existing station.

Costs Incurred to 2027 Year End

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

Total Project Budget: \$ 300,000

Schedule:

Construction Start Date: 06/01/2028

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

Waste Water Rates \$ 300,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

210.2.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?	2	This would typically affect people in the project area
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	5	Sewer bypasses and backups from failed pumps
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This has been identified in the 10 year plan, as part of a multi-year program
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	4	This station requires frequent callouts to pull the pump for maintenance; since there is only one pump, any issue must be addressed quickly and often on overtime.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No
Environment	Does the project address needs impacted by climate change?	2	Wet weather flows are now more frequent; this is only a somewhat relevant factor for this project
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	N/A
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	None
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	N/A : Core Service
Public Input	Has the project been identified through public engagement?	1	None

Digester Bio-Solids Cleanout

280.2

Priority Score: **66.00**

Project Type: Maintenance
Growth Related?: No
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: Wastewater Treatment Plant

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 300,000		
Contingency			
Total	\$ 300,000	\$ 0	\$ 0

Description and Rationale:

The digester, with a capacity of about 2000 cubic metres receives the biosolids from the clarifiers at the WWTP, and provides additional treatment, and produces biogas, prior to being stored on site in the two storage tanks, then land applied.

Approximately every five years deletrious materials in the digester must be cleaned out to allow for proper tank operation, especially the biosolids pumps and mixing system. Otherwise rags and other materials begin to clog those components, which could result in digester failure.

Currently such clogging events are accelerating in frequency.

Costs Incurred to 2027 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 300,000

Schedule:

Construction Start Date: 07/01/2028

Substantial Completion or purchase date: 08/31/2028

Funding Sources:

Waste Water Rates \$ 300,000
 Please Select
 Please Select
 Please Select
 Please Select
 Capital Reserve \$ 0

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 can affect the wastewater treatment train which affects the entire City.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	3	Failure of the digester can have a significant environmental and health and safety impact.
Legislation	Is the project required for legislative/regulatory compliance?	5	Ontario Water Resources Act, Nutrient Management Act.
Asset Management	Is the project a high priority for replacement in the asset management plan.	3	This has been identified in the 10 year plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Failure of the digester can mean scheduling an emergency cleanout, at significant expense, and trucking all biosolids to Lystech for treatment while the digester is down, also a significant expense.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	No opportunity for partnership or grant funding. Funded through wastewater rates.
Environment	Does the project address needs impacted by climate change?	3	Wet weather flows are now more frequent; this is a relevant factor for this project since higher flows carry a higher debris load.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	No opportunity for partnership or grant funding.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	Asset has no aesthetic value (i.e. is underground, is not visible).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	Project supports core service delivery.
Public Input	Has the project been identified through public engagement?	0	Has not been identified by the public.

3rd Avenue East/GR 15 - 12th St E to 14t St E - Phase 2

28P.1

Priority Score: 55.90

Project Type:	Replacement
Growth Related?:	No
Estimated Useful Life (years):	50 years - road, 80 to 100 years - r
Future Replacement Cost:	2079 (\$1.8M), 2129 (\$19.6M)

Priority Level:	High
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	3rd Ave E - 12th St E to 14th St E

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering	\$ 20,000	\$ 20,000	
Design or Engineering	\$ 280,000	\$ 280,000	
Communication / Signage			
Construction / Contractor		\$ 2,500,000	
Materials			
Equipment/Misc			
Contingency		\$ 200,000	
Total	\$ 300,000	\$ 3,000,000	\$ 0

Costs Incurred to 2027 Year End

Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget: \$ 3,300,000

Schedule:	
Construction Start Date:	04/01/2028
Substantial Completion or purchase date:	11/30/2028

Funding Sources:	
OCIF Formula	\$ 660,000
Water Rates	\$ 1,320,000
Waste Water Rates	\$ 1,320,000
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:
 This is the second phase of a proposed three phase project that involves reconstructing 3rd Avenue East from 10th Street East to 18th Street East.

The second phase is the 12th Street East to 14th Street East segment.

This project will be coordinated in conjunction with the County of Grey Road reconstruction. This project will include reconstruction of 3rd Avenue East roadway, replacing all the failing municipal underground infrastructure and fully reconstructing curbs/gutters and sidewalks.

The costs shown are for City related costs only. This includes watermain, sanitary sewer, sidewalk replacement, existing storm sewer replacement or new construction water replacement (cost shared by City and County) and boulevard landscaping including planting new trees.

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

Attach Images: 3rd Avenue East-Grey Road 15 Reconstruction.pdf

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	4	It is estimated that 5,000 to 9,999 people will be directly impacted as a result of this project. This includes the local residents and businesses as well as the travelling public.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	1	Minor injuries may result if the project does not proceed due to sidewalk trip hazards.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	4	There is a high probability of failure of underground services with moderate consequences.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	5	Replacing the underground and surface infrastructure will result in operational cost savings related to attending to sidewalk trip hazards, road patching and repairs, sewer blockages and repairs and watermain break avoidance.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	The project has confirmed OCIF funding at less than 50% of the cost, plus includes a partnership cost component with Grey County.
Environment	Does the project address needs impacted by climate change?	3	The project will slightly improve the natural environment and prevent further detriment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	3	The project will improve the aesthetic value of the street scape by replacing the road and sidewalk with enhancements including tree planting.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	2	The project has been mentioned informally through public comments.

9th Avenue East - 3000 Block - Culvert Repair/Rehabilitation

28P.2

Priority Score: 38.30

Project Type:	Rehabilitation
Growth Related?:	No
Estimated Useful Life (years):	50
Future Replacement Cost:	2104 (\$675,000)

Priority Level:	Moderate
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	9th Avenue East - 3000 block

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering	\$ 5,000	\$ 5,000	
Design or Engineering	\$ 30,000	\$ 20,000	
Communication / Signage			
Construction / Contractor		\$ 225,000	
Materials			
Equipment/Misc			
Contingency			
Total	\$ 35,000	\$ 250,000	\$ 0

Description and Rationale:

This double concrete pipe culvert is part of the Kenny Drain system. The concrete culvert segments are in good condition but some of the pipe segments have separated and become misaligned. The culvert will likely have to be fully daylighted and the segments reset and secured. Some concrete repairs are required as well.

The inlet and outlets of the culvert require removal and clearing of vegetation and trees.

The existing post and guide cable restraint system has fallen into disrepair. The risk associated with this is low due to the culvert location which is in an unopen segment of the road allowance where motor vehicles are not permitted. However, the guidecable system should be replaced with steel beam guiderail to reduce maintenance cost and provide a longer service life. This cost is included in the project budget estimate.

The existing granular trail on this segment of 9th Avenue East ends at the terminus of the road just north of this location and connects the Kiwanis Soccer Complex and future high density multi-residential development north of this location with the Grey County CP Rail Trail/Tom Thomson Trail to the south and provides an excellent recreational and active transportation route.

Costs Incurred to 2027 Year End

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

Total Project Budget: \$ 285,000

Schedule:

Construction Start Date: 06/04/2029

Substantial Completion or purchase date: 08/31/2029

Funding Sources:

Tax Levy	\$ 285,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

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 estimated that 2,500 to 4,999 people will be directly affected as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	Injuries requiring medical attention may result if the project does not proceed.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This is an enhancement to an existing asset.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	Operational efficiencies will be achieved as a result of this project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	1	The project may be eligible for future grant funding opportunities.
Environment	Does the project address needs impacted by climate change?	3	The project will moderately improve the natural environment and prevent further detriment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the asset.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an objective of the strategic plan.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

16th Street East Road Widening - North Side - 18th Ave E to 150 m East of 22nd Ave E

28P.3

Priority Score: 23.80

Project Type:	New Asset
Growth Related?:	Yes
Estimated Useful Life (years):	50 years
Future Replacement Cost:	2078 (\$3.2M)

Priority Level:	Moderate
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	16th St E - 18th Ave E to 22nd Ave E

Cash Flow Projection:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor	\$ 1,200,000		
Materials			
Equipment/Misc			
Contingency			
Total	\$ 1,200,000	\$ 0	\$ 0

Costs Incurred to 2027 Year End
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Impact on Operating Budget	\$ 0	\$ 0	\$ 0
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Total Project Budget:	\$ 1,200,000
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Schedule:	
Construction Start Date:	05/01/2028
Substantial Completion or purchase date:	11/30/2028

Funding Sources:	
Development Charges	\$ 120,000
Donations	\$ 1,080,000
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

This project identifies the City's contribution from the Development Charges fund towards the growth related cost (10%) of constructing an additional westbound driving lane on the north side of 16th Street East between 18th Avenue East and 150 metres east of 22nd Avenue East. 22nd Avenue East is the proposed future City (public) road north of 16th St E and will be aligned with the driveway and direct access for Sydenham Square on 16th St E.

The total cost shown is the estimated cost of the project that would be 90% funded by Developer(s) on the north side of 16th Street East, pending and subject to recommendations from a traffic impact assessment and study to be prepared at Developers' expense. The 90% developer contribution is indicated as "Donations" under Funding Sources. This funding and the construction of the road widening would be secured through a Servicing Agreement between a Developer and the City.

It should be noted that the City may have to "front-end" a portion of the Developers' contribution and recover this cost from other future development on the north side of 16th Street East.

Attach Images: 16th Street East - Road Widening - North Side - picture.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?	3	2,500 to 4,999 people will be directly impacted as a result of this project. This is based on estimated numbers of the driving public in the City using this road.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	0	The project will only proceed based on development in this area of the City. If the development and project does not proceed, there is no quantifiable impact on health and safety.
Legislation	Is the project required for legislative/regulatory compliance?	1	There is no known legislative/regulatory compliance requirement.
Asset Management	Is the project a high priority for replacement in the asset management plan.	0	The project is a new asset and is not included in an asset management plan.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	0	The project will require additional operational resources.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	3	The project would have confirmed partnership funding, if advanced.
Environment	Does the project address needs impacted by climate change?	0	The project may be seen as a detriment to the natural environment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the existing asset (road).
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	3	The project supports an Objective in the Strategic Plan.
Public Input	Has the project been identified through public engagement?	0	The project has not been identified by the public.

Transportation Master Plan Update

28P.4

Priority Score: **45.50**

Project Type:	Enhancement
Growth Related?:	Partial
Estimated Useful Life (years):	15 years
Future Replacement Cost:	\$404,000

Priority Level:	Moderate
Department:	Public Works and Engineering
Staff Contact:	Chris Webb
Location/Coordinates:	Entire City

Cash Flow Projection:	2028	2029	2030
Studies	\$ 300,000		
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc			
Contingency			
Total	\$ 300,000	\$ 0	\$ 0

Costs Incurred to 2027 Year End \$ 0

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

Total Project Budget: \$ 300,000

Schedule:

Construction Start Date: 03/01/2028

Substantial Completion or purchase date: 10/27/2028

Funding Sources:	
Federal Gas Tax	\$ 300,000
Please Select	
Please Select	
Please Select	
Please Select	
Capital Reserve	\$ 0

Description and Rationale:

A Transportation Master Plan (TMP) is a strategic policy document that guides decision-making and prioritisation of transportation projects and initiatives.

The existing TMP will be 18 years on in 2028 and will be in need of a significant refresh/major updating. Updating the TMP will guide the City and future Councils to put transportation planning policies and guidelines in place that will build on the existing TMP and enhance policy frameworks to:

1. Reduce dependence on single-occupant vehicles. A well-designed and updated TMP aims to decrease reliance on individual cars by promoting alternative modes of transportation such as walking, cycling, and transit. By doing so, it contributes to reduced traffic congestion and environmental impact.
2. Promote sustainable modes of travel. An updated TMP will further encourage sustainable transportation options like walking and cycling. These modes are not only healthier for individuals but also have a positive impact on the environment by reducing greenhouse gas emissions.
3. Provide for Efficient Movement of Goods and Services. The updated TMP should consider the movement of goods and improve transportation servicing to and in employment areas. By optimising transportation networks, the efficiency of business and employee transport will support economic development and activity.
4. Support City Planning and Development Objectives. The updated TMP will align with the latest Official Plan and broader City planning goals. Issues related to land use, connectivity, safety, and equity will be addressed. Projects and initiatives will be prioritised based on these objectives.

Attach Images:

Transportation Master Plan Update.pdf

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

Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

People	How many people will be directly impacted by the project?	5	This projects affects the entire City, therefore over 10,000 people will be directly impacted as a result of this project.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	2	This is a difficult project to classify as it relates to this category. It is assumed that it will have a positive impact on public health and safety but this is difficult to quantify.
Legislation	Is the project required for legislative/regulatory compliance?	2	There is no immediate legislated requirement but legislation may future legislation or best management practices may support or require multiple recommendations in an updated TMP.
Asset Management	Is the project a high priority for replacement in the asset management plan.	1	This project could recommend enhancements to existing assets.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	1	There will be little or no effect on current operations as a result of this project.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	5	The project has confirmed grant funding greater than 66%.
Environment	Does the project address needs impacted by climate change?	2	The project will slightly improve the natural environment or prevent further detriment by identifying opportunities for active transportation and more efficient use of existing transportation infrastructure.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	2	The project maintains existing public spaces.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	2	The project does not impact the aesthetic value of the impacted assets.
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	1	The project supports core service delivery.
Public Input	Has the project been identified through public engagement?	2	The project, or aspects of it, have been mentioned in unsolicited feedback.

Auto Extrication Device Replacement - Hurst Cutter, Spreader, Ram

28U.1

Priority Score: 48.50

Project Type: Replacement
 Growth Related?: No
 Estimated Useful Life (years): 15 Years
 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:	2028	2029	2030
Studies			
In House Engineering			
Design or Engineering			
Communication / Signage			
Construction / Contractor			
Materials			
Equipment/Misc	\$ 40,000		
Contingency			
Total	\$ 40,000	\$ 0	\$ 0

Description and Rationale:

One Auto Extrication Device is in need of replacement. This is a combination tool + ram that is stored on Pump 5. Replacement cost is approximately \$40,000.00. This piece of rescue equipment is known in the fire service as a "Cutter/Spreader" or more commonly called the "Jaws of Life". This is a scheduled replacement of an asset.

Costs Incurred to 2027 Year End \$ 0

Impact on Operating Budget \$ 0

Total Project Budget: \$ 40,000

Schedule:

Construction Start Date: 01/01/2028

Substantial Completion or purchase date: 12/31/2028

Funding Sources:

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

Attach Images: combi tool.png

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	Firefighters are the direct users. All motorists in the city could potentially need the use of equipment if involved in a MVC.
Health and Safety	What is the risk to the health and safety of the public or Staff if the project does not proceed?	4	Failure of existing equipment would result in the death or further injury to the victim requiring assistance.
Legislation	Is the project required for legislative/regulatory compliance?	2	No legislation for replacement. Auto Extrication Certification and training is legislated by the province and the equipment is required to achieve certification.
Asset Management	Is the project a high priority for replacement in the asset management plan.	2	Auto Extrication Equipment is a Capital Asset.
Operational Performance	If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance.	3	A Replacement of the asset will result in slightly reduced maintenance hours- repairing the aged equipment.
Financing	Can the cost of investment be leveraged or are there partnership funds available?	0	No grant opportunities available at this time.
Environment	Does the project address needs impacted by climate change?	2	Climate Change has resulted in severe weather patterns, severe weather often results in motor vehicle collisions (MVC) The equipment is required to free victims from entrapment.
Socio-Economic Factors	To what degree does the project support diversity and inclusion Initiatives?	1	The project does not eliminate an existing public space.
Aesthetic Value	To what degree is the aesthetic value of the asset improved?	1	The project has no aesthetic value (i.e. asset is underground, is not visible, etc.)
Strategic Plan	Does the project help to meet a Key Result in the Strategic Plan?	4	Advances "Safe City" as a priority
Public Input	Has the project been identified through public engagement?	0	No Public Engagement