

# 2027 Capital Detail Sheets

Year: 2027

## Police Station Lighting Replacement 27J.5, 27J.6

**CAP-27-0042**

Priority  
Score: **29.50**

|                                |                                |                                                       |
|--------------------------------|--------------------------------|-------------------------------------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level: Moderate - Score 21-48                |
| Strategic Plan Alignment       | Green and Resilient City       | Department: Corporate Services                        |
| Estimated Useful Life (years): | 30                             | Staff Contact: Shawn Dubosq                           |
| Future Replacement Cost:       | \$388,000.00                   | Location/Coordinates: 922 2nd Avenue West, Owen Sound |

### Description:

Most of the lighting was replaced with new in the 2007 renovation with current technology fixture of the time, a T8 fluorescent fixture. Since 2007, LED fixtures have been developed and have become the normal lighting source. The project will replace all fixtures in its entirety with new flat panels. The majority of the lights operate 24/7 and will have a payback of less than 3 years. The payback of the lights in the other areas of the building will have a payback of 5-7 years.

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$160,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$160,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$160,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 06/01/2026 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$160,000.00 |
| Total    | \$160,000.00 |

Year: 2027

**Police Station Lighting Replacement**  
**27J.5, 27J.6**

**CAP-27-0042**

Priority  
Score: **29.50**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                    |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | Impacts 100 staff                                                                                  |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact to staff                                                                                 |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No legislative requirements                                                                        |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | Some lights will fail but can be repaired                                                          |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | New LED fixtures require much less electricity to operate                                          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Maybe eligible for rebates or grant funding                                                        |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 2 | Replacing existing lighting with energy conserving LED fixtures will reduce electrical consumption |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | No impact                                                                                          |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | New fixtures will deliver better lighting                                                          |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This does not affect the strategic plan                                                            |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | No this was not suggested buy the public                                                           |

Year: 2027

## 10th St. Overflow Weir Modification

**CAP-27-0058**

Priority Score: **65.10**

Rationale: Asset Management - Renewal / Rehabilitation  
 Strategic Plan Alignment: Green and Resilient City  
 Estimated Useful Life (years): 30  
 Future Replacement Cost:

Priority Level: High - Score 49-69  
 Department: Public Works and Engineering  
 Staff Contact: Bryce McDonald  
 Location/Coordinates:

### Description:

The 10th St. overflow weir modification was identified by wastewater operations to improve the West Side Pumping Station's performance. By adjusting the overflow weir height and altering the weir design, pumps can operate at higher flow rates and avoid or eliminate bypass events. This project will be funded by wastewater but led by engineering staff.

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies | \$10,000.00  |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$90,000.00  |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$100,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$100,000.00</b> |
|-----------------------|---------------------|

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or Purchase Date: 12/31/2027

### Funding Sources:

Waste Water Rates \$100,000.00  
 Total \$100,000.00

|                                            |                    |                              |
|--------------------------------------------|--------------------|------------------------------|
| <b>10th St. Overflow Weir Modification</b> | <b>CAP-27-0058</b> | <b>Year: 2027</b>            |
|                                            |                    | <b>Priority Score: 65.10</b> |

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | Impacts all residents and users of our local water resources. Raw sewage or partially treated overflows to the environment degrade environmental water quality, damage fish habitat and recreational shorelines. Loss of use or degradation of these assets directly affects tourism and the area's economic prosperity. |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Impacts public health and water quality. Untreated overflows or bypasses could result in beach closures.                                                                                                                                                                                                                 |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | Helps eliminate harmful overflow events. While the MECP understands that overflows will occur in nominally separated systems such as the City's, to continue to meet our regulatory objectives, the occurrence of these events must be minimized, and progress must be demonstrated towards reducing them over time.     |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Renewal/improvement of critical asset                                                                                                                                                                                                                                                                                    |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Vastly increases operational performance                                                                                                                                                                                                                                                                                 |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Relatively simple project to be managed through existing resources                                                                                                                                                                                                                                                       |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 4 | Project will provide immediate benefit to the environment                                                                                                                                                                                                                                                                |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | Keeps our waterways clean and protects water quality at local beaches                                                                                                                                                                                                                                                    |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Buried infrastructure                                                                                                                                                                                                                                                                                                    |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Aligns with Green City                                                                                                                                                                                                                                                                                                   |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Not required                                                                                                                                                                                                                                                                                                             |

Year: 2027

## 20th Street East Culverts Replacements (OS-10) - West of 28th Ave E- 27P.10

**CAP-27-0009**

Priority  
Score: **40.60**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 80                             |
| Future Replacement Cost:       |                                |

|                       |                              |
|-----------------------|------------------------------|
| Priority Level:       | Moderate - Score 21-48       |
| Department:           | Public Works and Engineering |
| Staff Contact:        | Mason Bellamy                |
| Location/Coordinates: |                              |

### Description:

Replacement of the dual culvert under 20th Street East has reached the end of its useful service life.

The Engineering design will be completed in 2027 for construction planned in 2028 estimated at \$675,000.

The costs indicated in 2029 are for the administration of the two-year maintenance period in 2029 and 2030.

| Cash Flow Projection:                 | 2027         | 2028         | 2029        |
|---------------------------------------|--------------|--------------|-------------|
| Consulting including Design & Studies | \$95,000.00  | \$40,000.00  | \$9,000.00  |
| In House Engineering                  | \$5,000.00   | \$5,000.00   | \$1,000.00  |
| Communication / Signage               |              |              |             |
| Construction / Contractor             |              | \$675,000.00 |             |
| Materials                             |              |              |             |
| Equipment Purchases                   |              |              |             |
| Contingency                           |              |              |             |
| Total                                 | \$100,000.00 | \$720,000.00 | \$10,000.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$830,000.00**

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2027 |
| Substantial Completion or<br>Purchase Date: | 12/31/2029 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$830,000.00 |
| Total    | \$830,000.00 |

Year: 2027

**20th Street East Culverts  
Replacements (OS-10) - West of 28th  
Ave E- 27P.10**

**CAP-27-0009**

Priority  
Score: **40.60**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | This project will impact a small number of residents                                                                                                       |
| Health & Safety Score                | 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 Score                    | 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 Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | This project will have little to no impact on operational performance                                                                                      |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | Tax revenue would be finding this project                                                                                                                  |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | This project will maintain an existing public space.                                                                                                       |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Some aesthetic value by rehabilitating a deteriorating asset.                                                                                              |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | This project has not been identified through public feed back                                                                                              |

Year: 2027

## Animal Control Facility - Furnace & Condenser Replacement 27K.1

**CAP-27-0001**

Priority Score: **33.50**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 20                             |
| Future Replacement Cost:       | \$18,000.00                    |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Shawn Dubosq / Nicole Wildeboer  
 Location/Coordinates:

### Description:

27K.1 Replacement of combined natural gas furnace and condenser

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$10,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$10,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$10,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or Purchase Date: 12/31/2027

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$10,000.00 |
| Total    | \$10,000.00 |

Year: 2027

## Animal Control Facility - Furnace & Condenser Replacement 27K.1

**CAP-27-0001**

Priority Score: **33.50**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | The project mainly serves the City's animal control contractor and the animals that utilize the shelter.                                                         |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have minimal impact on contractor or patron health and safety if replacement is completed prior to failure.                                     |
| Legislation Score                    | 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 Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There 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. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The City will investigate potential grant funding programs associated with the improved technologies available at the time.                                      |
| Environment Score                    | Environment ScoreDoes 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 Score         | 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 Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | This project has not been identified by members of the publics.                                                                                                  |

Year: 2027

## Asphalt & Concrete Replacement (2027) 27P.7

**CAP-27-0013**

Priority  
Score: **50.30**

Rationale Asset Management - Maintenance

Strategic Plan Alignment A City That Moves

Estimated Useful Life (years): 40

Future Replacement Cost:

Priority Level: High - Score 49-69

Department: Public Works and Engineering

Staff Contact: Mason Bellamy

Location/Coordinates:

### Description:

Annual program to rejuvenate hot mix asphalt surfaces including the replacement or rehabilitation of concrete structures associated with asphalt resurfacing including catch basins, maintenance structures, curb, gutter and sidewalks.

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  | \$2,700.00   |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$108,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   | \$14,300.00  |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$125,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2026 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$125,000.00</b> |
|-----------------------|---------------------|

### Schedule:

Construction Start Date: 01/01/2027  
Substantial Completion or  
Purchase Date: 12/31/2027

### Funding Sources:

Federal Gas Tax \$125,000.00  
Total \$125,000.00

Year: 2027

# Asphalt & Concrete Replacement (2027) 27P.7

CAP-27-0013

Priority  
Score: 50.30

## Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | High priority resurfacing locations have been completed and this project will address roads that have less average annual traffic.                                                            |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | As high priority resurfacing locations have already been completed, this project will address mainly cosmetic issues which will not result in significant injuries.                           |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The City has minimum maintenance standards it is required to meet.                                                                                                                            |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Core service but imminent repair is not needed                                                                                                                                                |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Road resurfacing will reduce operation costs associated with the road maintenance (eg repairing pot holes).                                                                                   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | 3 resource categories met - scheduling of specific roads still to be done                                                                                                                     |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | Some sidewalk replacement and improved cycling (active transportation enhancements).                                                                                                          |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | The project slightly addresses aesthetic value.                                                                                                                                               |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | Supports one strategic priority.                                                                                                                                                              |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 2 | While road resurfacing in general is a highly requested project, there have not been major high priority resurfacing locations that have been requested that have not already been addressed. |

Year: 2027

## Automated External Defibrillators (AEDs) on Fire Apparatus 27U.4

**CAP-27-0018**

Priority  
Score: **55.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 15                             |
| Future Replacement Cost:       |                                |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | High - Score 49-69 |
| Department:           | Fire               |
| Staff Contact:        | Greg Nicol         |
| Location/Coordinates: |                    |

### Description:

Scheduled replacement of Automatic External Defibrillators -2 units - 2012 (End of life 2027)

| Cash Flow Projection:                 | 2027       |        |        |
|---------------------------------------|------------|--------|--------|
| Consulting including Design & Studies |            |        |        |
| In House Engineering                  |            |        |        |
| Communication / Signage               |            |        |        |
| Construction / Contractor             |            |        |        |
| Materials                             |            |        |        |
| Equipment Purchases                   | \$5,000.00 |        |        |
| Contingency                           |            |        |        |
| Total                                 | \$5,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                   |
|-----------------------|-------------------|
| Total Project Budget: | <b>\$5,000.00</b> |
|-----------------------|-------------------|

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2027 |
| Substantial Completion or<br>Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |            |
|----------|------------|
| Tax Levy | \$5,000.00 |
| Total    | \$5,000.00 |

Year: 2027

## Automated External Defibrillators (AEDs) on Fire Apparatus 27U.4

**CAP-27-0018**

Priority  
Score: **55.00**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | Life saving equipment that will protect all residents and visitors of Owen Sound. AED equipment is also used to protect OSFD members while performing Firefighting duties. |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Failure of the asset would be directly detrimental to the safety of staff.                                                                                                 |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | High consequence of failure.                                                                                                                                               |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Slight impact on operational efficiency and effectiveness through new technology.                                                                                          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | Funded through tax levy                                                                                                                                                    |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment as a result of the project.                                                                                                             |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | Helps ensure everyone has access to life saving equipment.                                                                                                                 |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Project has no aesthetic value.                                                                                                                                            |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports core service delivery.                                                                                                                                            |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                                                                                                                     |

Year: 2027

## Bayshore - Arena Bowl Seat Replacement

**CAP-27-0002**

Priority Score: **36.10**

|                                |                                |                                        |
|--------------------------------|--------------------------------|----------------------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       | City Building                  | Department: Community Services         |
| Estimated Useful Life (years): | 30                             | Staff Contact: Ryan Gowan              |
| Future Replacement Cost:       | \$1,253,000.00                 | Location/Coordinates:                  |

### Description:

This project would see the replacement of all original 1805 seats at the Bayshore Community Centre, to be replaced at a total cost of \$315 per seat. The original seats are from 1983 are in need of constant repairs, while replacement parts are no longer available through the manufacturer to make these repairs, staff are constantly trying to fix seats without proper parts. The new seats would be a direct match to the seating installed during the 2001 renovation on the east portion of the arena bowl. This work would be completed by a contractor.

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             | \$650,000.00 |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$650,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$650,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$650,000.00 |
| Total    | \$650,000.00 |

Year: 2027

## Bayshore - Arena Bowl Seat Replacement

**CAP-27-0002**

Priority Score: **36.10**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | Based on the number of people that attend games shows and events and use the seating.                                    |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | Minor injuries have happened as a result of broken seat pans or parts.                                                   |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | there is no know legislation at this time.                                                                               |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | these seats are a high probability of failure, with at least 1-2 seats needing repairs following every Attack home game. |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There would be a slight impact to operational efficiency, less staff time would be spent trying to repair seats.         |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | At this time there is not a partnership opportunity available.                                                           |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There would be little to no impact on the environment.                                                                   |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project maintain an existing public space.                                                                          |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | This project would greatly improve the aesthetic value of the impacted asset.                                            |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project helps support core service delivery.                                                                        |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 3 | there are several documented complaints regarding damaged seats, damage to clothing etc.                                 |

Year: 2027

|                                       |                                |                              |                              |
|---------------------------------------|--------------------------------|------------------------------|------------------------------|
| <b>Bayshore - Ice Floor Cover</b>     |                                | <b>CAP-27-0003</b>           | <b>Priority Score: 39.70</b> |
| <b>Rationale</b>                      | Asset Management - Replacement | <b>Priority Level:</b>       | Moderate - Score 21-48       |
| <b>Strategic Plan Alignment</b>       | City Building                  | <b>Department:</b>           | Community Services           |
| <b>Estimated Useful Life (years):</b> | 25                             | <b>Staff Contact:</b>        | Ryan Gowan                   |
| <b>Future Replacement Cost:</b>       | \$404,250 in 2052              | <b>Location/Coordinates:</b> |                              |

**Description:**

This project would see the replacement of the current plywood ice covering and replace it with a manufactured industry standard ice deck floor. The plywood is deteriorating with every use, and absorbs moisture over time laying on the ice which causes the wood to curl away from the ice surface, causing a large tripping hazard. The plywood leaves gaps in the floor between some boards creating hazards for those walking on the surface. During the vaccination clinics, there were several trips reported, to the point the clinics were moved to the front lobby of the facility. This would be ordered through a reputable industry manufacturer. This floor can be utilized at both the Bayshore and the JMRRC with the recent renovation of the boards and floor at the Bayshore the ice sizes are identical. This project may be eligible for municipal accommodation money as events are an economic driver for the City.

|                                       |              |        |        |
|---------------------------------------|--------------|--------|--------|
| <b>Cash Flow Projection:</b>          | <b>2027</b>  |        |        |
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             | \$231,000.00 |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$231,000.00 | \$0.00 | \$0.00 |

|                                        |
|----------------------------------------|
| <b>Costs Incurred to 2026 Year End</b> |
|----------------------------------------|

|                                    |  |  |  |
|------------------------------------|--|--|--|
| <b>Impact on Operating Budget:</b> |  |  |  |
|------------------------------------|--|--|--|

|                              |                     |
|------------------------------|---------------------|
| <b>Total Project Budget:</b> | <b>\$231,000.00</b> |
|------------------------------|---------------------|

|                                          |            |
|------------------------------------------|------------|
| <b>Schedule:</b>                         |            |
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

|                         |              |
|-------------------------|--------------|
| <b>Funding Sources:</b> |              |
| Tax Levy                | \$231,000.00 |
| Total                   | \$231,000.00 |

|                                   |                    |                                                   |
|-----------------------------------|--------------------|---------------------------------------------------|
| <b>Bayshore - Ice Floor Cover</b> | <b>CAP-27-0003</b> | <b>Year:</b> 2027<br><b>Priority Score:</b> 39.70 |
|-----------------------------------|--------------------|---------------------------------------------------|

| Justification for Matrix Values      |                                                                                                                                                                          | Score 0 - 5 | Justification / Rationale for Rating                                                                                                                                                                                     |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2           | A few thousand people annually attend events on the floor.                                                                                                                                                               |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 4           | Injuries have occurred due to tripping hazards and during installation of the floor.                                                                                                                                     |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1           | There is no known legislation at this time.                                                                                                                                                                              |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3           | The asset is required to provide a non-essential service, but has either:<br>• failed; or<br>• requires maintenance to prevent failure                                                                                   |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2           | There will be a slight impact on operational effectiveness, the new floors are lighter and easier to handle. This will reduce the risk involved with potential injury of staff manually laying and picking the floor up. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1           | 3 readiness criteria are met.                                                                                                                                                                                            |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 2           | There will be a slight environmental impact, as the new floor will have a better R value, and allow the refrigeration plant to run less during these events to maintain the ice below the floor.                         |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2           | This project would maintain a current public space.                                                                                                                                                                      |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3           | This project will slightly improve the aesthetic value of the asset.                                                                                                                                                     |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1           | This project will support core service delivery.                                                                                                                                                                         |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1           | The state of the old floor has been brought up by the public in unsolicited feedback.                                                                                                                                    |

Year: 2027

## Citizen Satisfaction Survey 2027 - 27B.3

**CAP-27-0004**

Priority Score: **37.50**

|                                |                                                          |                                        |
|--------------------------------|----------------------------------------------------------|----------------------------------------|
| Rationale                      | Asset Management - Study / Assessment / Plan             | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       | Fostering Mutually Beneficial & Respectful Relationships | Department: City Manager               |
| Estimated Useful Life (years): | 3                                                        | Staff Contact: Michelle Palmer         |
| Future Replacement Cost:       |                                                          | Location/Coordinates:                  |

### Description:

Re-surveying in 2027 (initial survey completed in 2021) it will enable the City to assess changes in satisfaction with services and importance of services

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$25,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$25,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$25,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$25,000.00 |
| Total    | \$25,000.00 |

Year: 2027

## Citizen Satisfaction Survey 2027 - 27B.3

**CAP-27-0004**

Priority Score: **37.50**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | Surveys are an important source of statistically valid, reliable and relevant feedback from citizens. To be statistically relevant requires 400 respondents/individuals.                                                                                                                                                                                          |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact on health and safety.                                                                                                                                                                                                                                                                                                                                   |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement.                                                                                                                                                                                                                                                                                                           |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | 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. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | No opportunity for partnership or grant funding.                                                                                                                                                                                                                                                                                                                  |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment as a result of the project.                                                                                                                                                                                                                                                                                                    |
| Socio-Economic Factors Score         | 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 Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Project has no aesthetic value.                                                                                                                                                                                                                                                                                                                                   |
| Strategic Plan Score                 | 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 Score                   | 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.                                                                                                                                                                                                           |

Year: 2027

## Computer Monitor Replacement 27A.2

**CAP-27-0030**

Priority  
Score: **43.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 5                              |
| Future Replacement Cost:       | \$17,800.00                    |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Mark Giberson  
 Location/Coordinates:

### Description:

Continued replacement of computer monitors standardized on a five year replacement cycle

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$11,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$11,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$11,000.00</b> |
|-----------------------|--------------------|

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or  
 Purchase Date: 12/31/2027

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$11,000.00 |
| Total    | \$11,000.00 |

Year: 2027

**Computer Monitor Replacement  
27A.2**

**CAP-27-0030**

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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety                                 |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement                      |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Both staff time and cost savings will be achieved as result of the project.          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | The project is funded through reserves.                                              |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no direct impact on public users.                              |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public                                    |

Year: 2027

## Computer Replacement 27A.1

**CAP-27-0028**

Priority Score: **43.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 5                              |
| Future Replacement Cost:       | \$147,485.00                   |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Mark Giberson          |
| Location/Coordinates: |                        |

### Description:

Replacement of existing end-of-life equipment on a standardized replacement cycle.

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   | \$124,800.00 |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$124,800.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$124,800.00</b> |
|-----------------------|---------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |              |
|----------|--------------|
| Reserves | \$124,800.00 |
| Total    | \$124,800.00 |

|                                   |  |                              |
|-----------------------------------|--|------------------------------|
| <b>Computer Replacement 27A.1</b> |  | <b>Year: 2027</b>            |
| <b>CAP-27-0028</b>                |  | <b>Priority Score: 43.00</b> |

| <b>Justification for Matrix Values</b> |                                                                                                                                                                          | <b>Score 0 - 5</b> | <b>Justification / Rationale for Rating</b>                                          |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------------------------------------------------------------------|
| 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 & Safety Score                  | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0                  | The project will have no impact on health and safety.                                |
| Legislation Score                      | Is the project required for legislative/regulatory compliance?                                                                                                           | 1                  | There is no known legislative/regulatory compliance requirement                      |
| Asset Management Score                 | 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 Score          | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5                  | Both staff time and cost savings will be achieved as result of the project.          |
| Project Readiness (Resourcing) Score   | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2                  | The project is funded through reserves.                                              |
| Environment Score                      | Environment ScoreDoes 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 Score           | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0                  | The project will have no direct impact on public users.                              |
| Aesthetic Value Score                  | 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 Score                   | 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 Score                     | Has the project been identified through public engagement?                                                                                                               | 0                  | The project has not been identified by the public.                                   |

Year: 2027

## Employee Engagement Survey (2027) 27B.1

**CAP-27-0005**

Priority  
Score: **36.10**

|                                |                                                          |
|--------------------------------|----------------------------------------------------------|
| Rationale                      | Asset Management - Study / Assessment / Plan             |
| Strategic Plan Alignment       | Fostering Mutually Beneficial & Respectful Relationships |
| Estimated Useful Life (years): | 3                                                        |
| Future Replacement Cost:       | \$25000 in 2030                                          |

Priority Level: Moderate - Score 21-48  
 Department: City Manager  
 Staff Contact: Michelle Palmer  
 Location/Coordinates:

### Description:

Survey will measure employee engagement and identify specific drivers of employee engagement at the City of Owen Sound

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$25,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$25,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$25,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or  
 Purchase Date: 12/31/2027

### Funding Sources:

Tax Levy \$25,000.00  
 Total \$25,000.00

Year: 2027

**Employee Engagement Survey (2027)**  
**27B.1**

**CAP-27-0005**

Priority  
Score: **36.10**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | Employee engagement leads to improved service to the public and increases citizens' trust and confidence in government      |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | Lack of employee engagement leads to decreased attendance and may lead to staff to have negative mental health              |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | Employers are required to provide a safe work place                                                                         |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | N/A                                                                                                                         |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Highly engaged employees not only provide better service to customers, but their general performance was better than others |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | Funded through tax levy                                                                                                     |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Project has a neutral impact on the environment                                                                             |
| Socio-Economic Factors Score         | 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 Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | N/A                                                                                                                         |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 5 | This project supports the strategic priority of Services Excellence and Clear Direction                                     |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public                                                                                       |

Year: 2027

## Engineering - 2nd Avenue East Watermain Replacement 23N.2

**CAP-26-0135**

Priority  
Score: **68.70**

|                                |                                             |                                          |
|--------------------------------|---------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       |                                             | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 100                                         | Staff Contact: Lara Widdifield           |
| Future Replacement Cost:       |                                             | Location/Coordinates:                    |

### Description:

23N.2 In 2024 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.

| Cash Flow Projection:                 | 2027        | 2028         |        |
|---------------------------------------|-------------|--------------|--------|
| Consulting including Design & Studies | \$80,000.00 |              |        |
| In House Engineering                  |             |              |        |
| Communication / Signage               |             |              |        |
| Construction / Contractor             |             | \$800,000.00 |        |
| Materials                             |             |              |        |
| Equipment Purchases                   |             |              |        |
| Contingency                           |             |              |        |
| Total                                 | \$80,000.00 | \$800,000.00 | \$0.00 |

Costs Incurred to 2026 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$880,000.00</b> |
|-----------------------|---------------------|

### Schedule:

Construction Start Date: 01/01/2027  
Substantial Completion or  
Purchase Date: 12/31/2027

### Funding Sources:

|             |              |
|-------------|--------------|
| Water Rates | \$880,000.00 |
| Total       | \$880,000.00 |

Year: 2027

**Engineering - 2nd Avenue East  
Watermain Replacement 23N.2**

**CAP-26-0135**

Priority  
Score: **68.70**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | Typically just the area of a break, but excavating new asphalt is always best avoided. This is a significant trunk main. |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 4 | Watermain breaks carry some risk of Adverse Conditions, though this risk is mitigated by good procedures.                |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Safe Drinking Water Act (specifically Adverse Condition provisions of the regulation)                                    |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Would avoid watermain breaks in newly paved areas, and coordinate resources properly with County.                        |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | Reserves                                                                                                                 |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | No significant Environmental Impact                                                                                      |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                      |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | No adverse impact on aesthetic value                                                                                     |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N:A : Core Service                                                                                                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | None                                                                                                                     |

Year: 2027

## Fire - Water Rescue - Survival Suits, Life Jackets and PDFs 27U.3

**CAP-27-0024**

Priority  
Score: **48.60**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 10                             |
| Future Replacement Cost:       |                                |

|                                        |
|----------------------------------------|
| Priority Level: Moderate - Score 21-48 |
| Department: Fire                       |
| Staff Contact: Greg Nicol              |
| Location/Coordinates:                  |

### Description:

Ice Survivor submersion suits replacement

| Cash Flow Projection:                 | 2027       |        |        |
|---------------------------------------|------------|--------|--------|
| Consulting including Design & Studies |            |        |        |
| In House Engineering                  |            |        |        |
| Communication / Signage               |            |        |        |
| Construction / Contractor             |            |        |        |
| Materials                             |            |        |        |
| Equipment Purchases                   | \$6,000.00 |        |        |
| Contingency                           |            |        |        |
| Total                                 | \$6,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                   |
|-----------------------|-------------------|
| Total Project Budget: | <b>\$6,000.00</b> |
|-----------------------|-------------------|

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2027 |
| Substantial Completion or<br>Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |            |
|----------|------------|
| Tax Levy | \$6,000.00 |
| Total    | \$6,000.00 |

Year: 2027

## Fire - Water Rescue - Survival Suits, Life Jackets and PDFs 27U.3

**CAP-27-0024**

Priority  
Score: **48.60**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | All suppression firefighters share the suits. Suits are used to provide ice rescue services to all residents and visitors of Owen Sound. |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | Project is required to continue to be compliant - NFPA 1801 - 10 year replacement.                                                       |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | High consequence of failure.                                                                                                             |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Slight impact on operational efficiency and effectiveness through new technology.                                                        |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | Funded through tax levy                                                                                                                  |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | Project will have no direct impact on public users.                                                                                      |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Project has no aesthetic value.                                                                                                          |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports core service delivery.                                                                                                          |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | No input has been requested                                                                                                              |

Year: 2027

## Fire Services Bunker Gear Replacement 27U.7

**CAP-27-0019**

Priority Score: **65.20**

|                                |                                |                                    |
|--------------------------------|--------------------------------|------------------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level: High - Score 49-69 |
| Strategic Plan Alignment       | Safe City                      | Department: Fire                   |
| Estimated Useful Life (years): | 10                             | Staff Contact: Greg Nicol          |
| Future Replacement Cost:       |                                | Location/Coordinates:              |

### Description:

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

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$45,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$45,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$45,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$45,000.00 |
| Total    | \$45,000.00 |

Year: 2027

**Fire Services Bunker Gear  
Replacement 27U.7**

**CAP-27-0019**

Priority  
Score: **65.20**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | 26 Suppression Firefighters & 5 support personnel                                                                             |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 5 | The utmost highest priority is that we provide adequate and appropriate PPE to protect our Firefighters.                      |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting.                                                    |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | Failure of Asset can result in critical injury.                                                                               |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Replacement of the asset increases reliability of operations.                                                                 |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Funded through reserves                                                                                                       |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | N/A                                                                                                                           |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 5 | Scheduled replacement of the pooled asset includes funding for future PPE replacement of diversity recruitment opportunities. |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | Replacement of equipment with newer, more modern equipment will greatly improve aesthetic value.                              |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports Core service delivery.                                                                                               |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been mentioned by the public.                                                                                         |

Year: 2027

## Firewall Replacement 27A.4

**CAP-27-0029**

Priority Score: **43.40**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 3                              |
| Future Replacement Cost:       | \$15,100.00                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Mark Giberson          |
| Location/Coordinates: |                        |

### Description:

Continued replacement based on the standardized three-year replacement cycle for network firewalls

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$14,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$14,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$14,000.00**

### Schedule:

|                           |            |
|---------------------------|------------|
| Construction Start Date:  | 01/01/2027 |
| Substantial Completion or |            |
| Purchase Date:            | 12/31/2027 |

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$14,000.00 |
| Total    | \$14,000.00 |

|                                   |                    |                              |
|-----------------------------------|--------------------|------------------------------|
| <b>Firewall Replacement 27A.4</b> | <b>CAP-27-0029</b> | <b>Year:</b> 2027            |
|                                   |                    | <b>Priority Score:</b> 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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | v                                                                                    |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement                      |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Both staff time and cost savings will be achieved as result of the project.          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | The project is funded through reserves                                               |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no direct impact on public users.                              |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | The project has not been identified by the public                                    |

Year: 2027

|                                       |                          |                              |                              |
|---------------------------------------|--------------------------|------------------------------|------------------------------|
| <b>Flush and Camera Work Genoe</b>    |                          | <b>CAP-27-0017</b>           | <b>Priority Score: 42.50</b> |
| <b>Rationale</b>                      | Legislated               | <b>Priority Level:</b>       | Moderate - Score 21-48       |
| <b>Strategic Plan Alignment</b>       | Green and Resilient City | <b>Department:</b>           | Public Works and Engineering |
| <b>Estimated Useful Life (years):</b> | 5                        | <b>Staff Contact:</b>        | Heidi Jennen                 |
| <b>Future Replacement Cost:</b>       |                          | <b>Location/Coordinates:</b> |                              |

**Description:**  
 Genoe Landfill Site (Genoe) has a leachate collection system comprised of 16 manholes connected by 200 mm (8-inch) PVC and HDPE perforated pipe. Inspection of this system requires a combination vacuum flushing truck, ideally equipped with an explosion-proof CCTV camera system due to the presence of methane gas. As a condition of the Genoe Landfill Closure Plan, the City is required to retain a contractor to complete a camera inspection of the leachate collection system every five (5) years. The most recent inspection was completed in 2024; however, due to elevated water levels, a full inspection could not be completed. As a result, the inspection will need to be undertaken again in summer of 2027. Upon completion of a full inspection, the next inspection will not be required for an additional five (5) years. Any deficiencies identified during the inspection will be addressed in a future year. Work may be impacted by elevated or fluctuating water levels; therefore, a contracted vacator truck with sufficient capacity to ensure the complete removal of water from the pipes may be required.

|                                       |             |        |        |
|---------------------------------------|-------------|--------|--------|
| <b>Cash Flow Projection:</b>          | <b>2027</b> |        |        |
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$75,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$75,000.00 | \$0.00 | \$0.00 |

**Costs Incurred to 2026 Year End**

|                                    |  |  |  |
|------------------------------------|--|--|--|
| <b>Impact on Operating Budget:</b> |  |  |  |
|------------------------------------|--|--|--|

**Total Project Budget: \$75,000.00**

|                                          |            |
|------------------------------------------|------------|
| <b>Schedule:</b>                         |            |
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

|                         |             |
|-------------------------|-------------|
| <b>Funding Sources:</b> |             |
| Reserves                | \$75,000.00 |
| Total                   | \$75,000.00 |

|                                    |  |                              |
|------------------------------------|--|------------------------------|
| <b>Flush and Camera Work Genoe</b> |  | <b>Year: 2027</b>            |
| <b>CAP-27-0017</b>                 |  | <b>Priority Score: 42.50</b> |

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                              |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 0 | This project does not have a direct impact on the public                                                                                                     |
| Health & Safety Score                | 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. Ongoing maintenance of the system is required to protect local ground water |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The project is required to continue to be compliant.                                                                                                         |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Ongoing maintenance of the system is required to protect local ground water and to keep the system compliant                                                 |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be minimal impact to current operations                                                                                                           |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | This project meets at least 3 resource categories to be completed in 2027                                                                                    |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no direct effect on public users                                                                                                       |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 0 | project does not have an aesthetic value                                                                                                                     |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | This proposes at least one of the City's strategic Priority's                                                                                                |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                                                           |

Year: 2027

## General Facilities - Bottle Fill Stations 27M.5

**CAP-27-0025**

Priority  
Score: **19.00**

|                                |                                          |
|--------------------------------|------------------------------------------|
| Rationale                      | Asset Management - New Asset / Expansion |
| Strategic Plan Alignment       |                                          |
| Estimated Useful Life (years): | 10                                       |
| Future Replacement Cost:       |                                          |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | Low - Score 0-20   |
| Department:           | Corporate Services |
| Staff Contact:        | Derek Christie     |
| Location/Coordinates: |                    |

### Description:

Installation of 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.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$10,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$10,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2026 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$10,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2027 |
| Substantial Completion or<br>Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$10,000.00 |
| Total    | \$10,000.00 |

Year: 2027

**General Facilities - Bottle Fill Stations**  
**27M.5**

**CAP-27-0025**

Priority  
Score: **19.00**

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | 2,500 to 4,999.                                                                                                                               |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact on health and safety.                                                                                                               |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement.                                                                                       |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | Little or no effect on current operations.                                                                                                    |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | No opportunity for partnership or grant funding.                                                                                              |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | Project will be free to access to all users.                                                                                                  |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Project provides no aesthetic value.                                                                                                          |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Project supports core service delivery.                                                                                                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | Has been mentioned in unsolicited feedback.                                                                                                   |

Year: 2027

## Greenwood Cemetery - BAO License Update for Columbarium 25D.17

**CAP-26-0041**

Priority  
Score: **39.20**

|                                |                                  |                                        |
|--------------------------------|----------------------------------|----------------------------------------|
| Rationale                      | Master Plan - Greenwood Cemetery | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       | City Building                    | Department: Community Services         |
| Estimated Useful Life (years): |                                  | Staff Contact: Eckhard Pastrok         |
| Future Replacement Cost:       |                                  | Location/Coordinates:                  |

### Description:

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.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$50,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$50,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$50,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
Substantial Completion or  
Purchase Date: 12/31/2027

### Funding Sources:

Debenture \$50,000.00  
Total \$50,000.00

Year: 2027

**Greenwood Cemetery - BAO License  
Update for Columbarium 25D.17**

**CAP-26-0041**

Priority  
Score: **39.20**

**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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety.                                                                                                                     |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Completion of the project will gain full legislative/regulatory compliance.                                                                                               |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | The project will not impact operational performance and is an required administrative update that defines burial offerings available to the public at Greenwood Cemetery. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | The project is funded through reserves. The sale of niches will repay the internal debt.                                                                                  |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 0 | There will be little or no impact on environment as a result of the project.                                                                                              |
| Socio-Economic Factors Score         | 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 Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | The project will create a consolidated columbarium area that will improve aesthetic quality of space.                                                                     |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | The project is identified as a Strategic Priority outside of the Strategic Plan.                                                                                          |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                                                                        |

Year: 2027

## Greenwood Cemetery Office Accessibility Entrance and Parking Space

**CAP-27-0027**

Priority  
Score: **49.80**

|                                |                          |
|--------------------------------|--------------------------|
| Rationale                      | Legislated               |
| Strategic Plan Alignment       | Green and Resilient City |
| Estimated Useful Life (years): | 50                       |
| Future Replacement Cost:       | \$750,000.00             |

Priority Level: High - Score 49-69  
Department: Community Services  
Staff Contact: Eckhard Pastrik / Shawn Dubosq  
Location/Coordinates:

### Description:

The current steps to the cemetery office are past their useful life. This building is believed to be one of the oldest homes in the City. This project will renovate the front entrance to include a new accessible AODA compliant ramp. Currently, staff have to meet in cars with people who have mobility issues.

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$249,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$249,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$249,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
Substantial Completion or  
Purchase Date: 12/31/2027

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$249,000.00 |
| Total    | \$249,000.00 |

Year: 2027

**Greenwood Cemetery Office**  
**Accessibility Entrance and Parking**  
**Space**

**CAP-27-0027**

Priority  
Score: **49.80**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | Number of clients to accessing the GWC office |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 2 | Injuries may occur                            |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Need to meet AODA requirements                |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | Required essential service                    |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | Little or no impact                           |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets three categories                        |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact                           |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 3 | Increase service to aging population          |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | Address failing aesthetic value               |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports core service                         |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | Unsolicited feedback                          |

Year: 2027

## Harrison Park - West Entry Roadway Replacement

Priority Score: 64.70

|                                |                             |                                    |
|--------------------------------|-----------------------------|------------------------------------|
| Rationale                      | Master Plan - Harrison Park | Priority Level: High - Score 49-69 |
| Strategic Plan Alignment       | Safe City                   | Department: Community Services     |
| Estimated Useful Life (years): |                             | Staff Contact: Eckhard Pastrik     |
| Future Replacement Cost:       |                             | Location/Coordinates:              |

### Description:

The West Entry Road to Harrison Park at 2nd Avenue East and 1st Street East is the only vehicular entrance into Harrison Park. The upper portion of the West Entry Road was repaved in 2018, however, the paving terminated at the bottom of the entrance road. This roadway supports significant vehicular traffic with an estimated 150,000 vehicles entering and exiting the park. The internal roads in Harrison Park are in poor to very poor condition (based on 2025 Pavement Condition Index report). A 220m section of the West Park Entry roadway from the bottom of the newer paved section south to approximately the Senior Centre is in very poor condition. This project is intended to address the replacement of the 220m section of roadway and associated drainage infrastructure in 2027. The project involves two key components: 1. Engineering Design - procurement of a consulting engineering firm to undertake a background study, drainage analysis, detail design, tendering support and contract administration during construction. 2. Construction - construction work will involve replacement of the roadway and installation of the supporting drainage improvements to manage surface water. Repairs to a 150m section of the roadway are included in a 2026 capital project to replace failed portions of the road to support vehicular traffic on the road until the roadway and drainage infrastructure related to this project can be implemented.

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies | \$50,000.00  |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$300,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$350,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: \$350,000.00

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |              |
|----------|--------------|
| Reserves | \$350,000.00 |
| Total    | \$350,000.00 |

Year: 2027

## Harrison Park - West Entry Roadway Replacement

Priority Score: **64.70**

### Justification for Matrix Values

#### Score 0 - 5

#### Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | There are approximately 150,000 vehicles that enter and exit the park on an annual basis that are impacted by the failing roadway segments. |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | Minor injuries are possible given the unstable portion of the failed portion of the road.                                                   |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | The repair will move the City closer to meeting legislation.                                                                                |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | The roadway replacement will gain full legislative/regulatory compliance.                                                                   |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Both staff time and cost savings will be achieved as a result of the project.                                                               |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project meets two resource categories.                                                                                                  |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 2 | The roadway replacement will improve the natural environment and prevent further detriment.                                                 |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                                                             |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 5 | The project dramatically improves the aesthetic value of the roadway.                                                                       |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | The project supports the Harrison Park Master Plan objectives.                                                                              |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | The project has been mentioned in unsolicited feedback.                                                                                     |

Year: 2027

## Harrison Park Workshop Interior Door Replacement 30D.5

**CAP-27-0048**

Priority  
Score: **19.20**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 30                             |
| Future Replacement Cost:       | \$67,963.35                    |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | Low - Score 0-20   |
| Department:           | Community Services |
| Staff Contact:        | Shawn Dubosq       |
| Location/Coordinates: | 75 2nd Avenue East |

### Description:

Replacement of doors to rectify including damaged and deformed surfaces and corrosion, wear and deterioration, worn and faded finishes, operational difficulties, loose or missing components, and worn hardware.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$28,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$28,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2026 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$28,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2027 |
| Substantial Completion or<br>Purchase Date: | 07/01/2027 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$28,000.00 |
| Total    | \$28,000.00 |

Year: 2027

## Harrison Park Workshop Interior Door Replacement 30D.5

**CAP-27-0048**

Priority  
Score: **19.20**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Year: 2027

## Hydrant Flow Testing (2027) 27N.2

**CAP-27-0063**

Priority Score: **63.80**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Maintenance |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): |                                |
| Future Replacement Cost:       |                                |

|                       |                              |
|-----------------------|------------------------------|
| Priority Level:       | High - Score 49-69           |
| Department:           | Public Works and Engineering |
| Staff Contact:        | Bryce McDonald               |
| Location/Coordinates: |                              |

### Description:

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.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$50,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$50,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$50,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|             |             |
|-------------|-------------|
| Water Rates | \$50,000.00 |
| Total       | \$50,000.00 |

|                                          |  |                              |
|------------------------------------------|--|------------------------------|
| <b>Hydrant Flow Testing (2027) 27N.2</b> |  | <b>Year: 2027</b>            |
| <b>CAP-27-0063</b>                       |  | <b>Priority Score: 63.80</b> |

| 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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5           | NFPA 291                                                                                                         |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5           | Part of required testing of the assets                                                                           |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3           | Can result in incorrect fire flow estimations which can affect fire protection for existing and new development. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1           | Funded through water rates                                                                                       |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1           | No impact on the environment                                                                                     |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1           | No public spaces adversely impacted                                                                              |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1           | N/A                                                                                                              |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1           | N/A : Core Service                                                                                               |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1           | N/A                                                                                                              |

Year: 2027

## Hydrant Painting (2027) 27N.1

Priority Score: 46.00

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Maintenance |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 5                              |
| Future Replacement Cost:       |                                |

|                       |                              |
|-----------------------|------------------------------|
| Priority Level:       | Moderate - Score 21-48       |
| Department:           | Public Works and Engineering |
| Staff Contact:        | Bryce McDonald               |
| Location/Coordinates: |                              |

### Description:

Refresh 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.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$90,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$90,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |             |
|-----------------------|-------------|
| Total Project Budget: | \$90,000.00 |
|-----------------------|-------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|             |             |
|-------------|-------------|
| Water Rates | \$90,000.00 |
| Total       | \$90,000.00 |

Year: 2027

## Hydrant Painting (2027) 27N.1

Priority Score: 46.00

| Justification for Matrix Values      |                                                                                                                                                                          | Score 0 - 5 | Justification / Rationale for Rating                                                                                              |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3           | Entire City Water Distribution System; however, not the whole city will be directly impacted by the hydrant painting in one year. |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3           | Poorly maintained hydrants can fail.                                                                                              |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 2           | No legislation, but this is a best practice in the industry.                                                                      |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5           | Part of required maintenance of the assets                                                                                        |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1           | Adversely affects hydrant life if not done.                                                                                       |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3           | 3 readiness criteria met                                                                                                          |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1           | No impact on the environment                                                                                                      |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1           | No public spaces adversely impacted                                                                                               |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3           | Improves aesthetic value                                                                                                          |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1           | N/A: Core Service                                                                                                                 |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1           | N/A                                                                                                                               |

Year: 2027

## IT - Telephone System Replacement 25A.2

**CAP-26-0034**

Priority  
Score: **43.00**

|                                |                                |                                        |
|--------------------------------|--------------------------------|----------------------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       |                                | Department: Corporate Services         |
| Estimated Useful Life (years): | 5 to 8                         | Staff Contact: Mark Giberson           |
| Future Replacement Cost:       |                                | Location/Coordinates:                  |

### Description:

25A.2 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.

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   | \$139,000.00 |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$139,000.00 | \$0.00 | \$0.00 |

|                                        |
|----------------------------------------|
| <b>Costs Incurred to 2026 Year End</b> |
|----------------------------------------|

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                              |                     |
|------------------------------|---------------------|
| <b>Total Project Budget:</b> | <b>\$139,000.00</b> |
|------------------------------|---------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/29/2027 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$139,000.00 |
| Total    | \$139,000.00 |

Year: 2027

## IT - Telephone System Replacement 25A.2

**CAP-26-0034**

Priority  
Score: **43.00**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Affects all Staff, Council and the ability to deliver services to the public.                                                                                                                                                                                                                  |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact on health and safety.                                                                                                                                                                                                                                                                |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislation/regulatory compliance requirement.                                                                                                                                                                                                                                        |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Moderate probability of failure; low consequence.                                                                                                                                                                                                                                              |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Equipment is past operation life expectancy with higher maintenance costs.<br><br>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. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | No opportunity for partnership or grant funding.                                                                                                                                                                                                                                               |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public service.                                                                                                                                                                                                                                              |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Project has no aesthetic value.                                                                                                                                                                                                                                                                |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | Project identified in 2021 Strategic Plan. Service Excellence - KR3.                                                                                                                                                                                                                           |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                                                                                                                                                                                                                                         |

Year: 2027

## JMRRC Compressor 2 Replacement 271.1

**CAP-27-0036**

Priority  
Score: **27.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$52,500.00                    |

Priority Level: Moderate - Score 21-48  
 Department: Community Services  
 Staff Contact: Ryan Gowan  
 Location/Coordinates:

### Description:

Replacement of compressor 2 in the refrigeration plant at the Julie McArthur Recreation Centre

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$30,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$30,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$30,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or  
 Purchase Date: 12/31/2027

### Funding Sources:

Tax Levy \$30,000.00  
 Total \$30,000.00

Year: 2027

**JMRRC Compressor 2 Replacement**  
**271.1**

**CAP-27-0036**

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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is current no legislation mandating this project.                                                                                              |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | This project would have little or no effect on current operations.                                                                                   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is currently no opportunity for partnership or grant funding.                                                                                  |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | This project would have little or no impact on the environment.                                                                                      |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project would maintain a current public space.                                                                                                  |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports core service delivery.                                                                                                         |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | There has been no public input in regards to this project.                                                                                           |

**JMRRC Flag Pole****CAP-27-0037**Year: 2027  
Priority Score: 20.40**Justification for Matrix Values****Score 0 - 5****Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                     |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | While over 10,000 people annually visit the JMRRC or the adjacent sports field, users may not be directly impacted by this project. |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | There are no health risks if this project does not move forward.                                                                    |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | there is no legislation mandating this project.                                                                                     |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | This is a new asset.                                                                                                                |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little to no effect on current operations. Staff will have to replace flags and lower and raise them when required.   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | 2 readiness criteria are met                                                                                                        |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There will be no impact to the environment.                                                                                         |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project would maintain an existing space.                                                                                      |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | This project does not impact the aesthetic value.                                                                                   |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Project would support core service delivery.                                                                                        |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | This project would mentioned through unsolicited feedback by a member of the public.                                                |

Year: 2027

## Kenny Drain Pond Clean Out and Expansion (3005 9th Ave E)

**CAP-27-0014**

Priority Score: **63.90**

|                                |                                          |                                          |
|--------------------------------|------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - New Asset / Expansion | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City                 | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 25                                       | Staff Contact: Mason Bellamy             |
| Future Replacement Cost:       |                                          | Location/Coordinates:                    |

### Description:

As part of this project, the existing SWMF would be retrofitted to improve water quality treatment for the Kenny Drain. The proposed retrofit would increase the extended detention volume provided by enlarging the SWMF footprint by approximately 100% (6,500 m<sup>2</sup>), and consequently, the permanent pool volume would be expanded. A forebay would also be constructed to improve sediment removal, and the outlet structures would be adjusted to optimize the SWMF function. The outlet would be retrofitted by enlarging the existing orifices to provide a 350 mm diameter orifice and a 300 mm diameter orifice at the permanent pool level. The proposed outlet would control the 25mm storm within the extended detention portion of the SWMF and allow the larger return frequency storms to discharge via the secondary outlet. The proposed SWMF expansion would provide approximately 10,000 m<sup>3</sup> of permanent pool volume and 11,000 m<sup>3</sup> of extended detention storage to improve water quality treatment. The total active storage volume provided in the SWMF would be approximately tripled (5,950 m<sup>3</sup> to 16,800 m<sup>3</sup>) from existing conditions. The proposed extended detention volume would exceed the required storage volume for Enhanced level treatment for wetland type SWMFs as specified by the MOE 2003 SWMPDM. The permanent pool volume would be within 5% of the SWMPDM requirement for Enhanced level treatment. It should be noted that the proper functioning of this stormwater quality facility is crucial in protecting a viable intake water supply for the Water Treatment Plant. High sediment loading occurs regularly from the Kenny Drain as the existing facility is filled to capacity with sediment, causing sediment to be scoured or bypassed through the pond with each precipitation or snowmelt event. This played a major factor in the Precautionary Boiled Water Advisory that the City implemented in March 2026.

| Cash Flow Projection:                 | 2027           |        |        |
|---------------------------------------|----------------|--------|--------|
| Consulting including Design & Studies | \$245,000.00   |        |        |
| In House Engineering                  | \$5,000.00     |        |        |
| Communication / Signage               |                |        |        |
| Construction / Contractor             | \$1,696,000.00 |        |        |
| Materials                             |                |        |        |
| Equipment Purchases                   |                |        |        |
| Contingency                           |                |        |        |
| Total                                 | \$1,946,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$1,946,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |                |
|----------|----------------|
| Reserves | \$1,946,000.00 |
| Total    | \$1,946,000.00 |

Year: 2027

## Kenny Drain Pond Clean Out and Expansion (3005 9th Ave E)

**CAP-27-0014**

Priority Score: **63.90**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | 10,000 people will be directly impacted as a result of this project. Upon completion of the project staff anticipate that source water quality will improve coming into WTP |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety.                                                                                                                       |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Completion of the project will gain full legislative/regulatory compliance.                                                                                                 |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | The asset is not functioning as designed and is close to imminent failure of function.                                                                                      |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiencies will be achieved as a result of the project                                                                                                        |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Financially funded from reserves, and can be completed with the assistance of Consultants                                                                                   |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3 | The project has a demonstrated impact on mitigating or adapting to climate change.                                                                                          |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no impact                                                                                                                                             |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | This projects supports one City Strategic Priority                                                                                                                          |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 2 | The project has been mentioned informally through public feedback                                                                                                           |

Year: 2027

## Kiwanis Soccer Complex - Asset Condition Assessment

**CAP-27-0049**

Priority Score: **40.70**

|                                |                                                          |                                        |
|--------------------------------|----------------------------------------------------------|----------------------------------------|
| Rationale                      | Asset Management - Study / Assessment / Plan             | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       | Fostering Mutually Beneficial & Respectful Relationships | Department: Community Services         |
| Estimated Useful Life (years): |                                                          | Staff Contact: Eckhard Pastrik         |
| Future Replacement Cost:       |                                                          | Location/Coordinates:                  |

### Description:

The Kiwanis Soccer Complex was constructed back in 1995 and many assets that are approaching the end of their lifecycle. A Consultant will be procured to inventory, assess, establish condition and lifecycle status and establish a strategy that outlines potential replacement needs, costs and timelines for each facility asset. The information generated will be instrumental in shaping future capital needs based on the asset condition and estimated remaining life. The information that is generated will be input into the City GIS database to ensure that the asset inventory is up to date and reflective of current composition.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$10,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$10,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$10,000.00**

### Schedule:

|                           |            |
|---------------------------|------------|
| Construction Start Date:  | 01/01/2027 |
| Substantial Completion or |            |
| Purchase Date:            | 12/31/2027 |

### Funding Sources:

|           |             |
|-----------|-------------|
| Tax Levy  | \$5,000.00  |
| Donations | \$5,000.00  |
| Total     | \$10,000.00 |

Year: 2027

# Kiwanis Soccer Complex - Asset Condition Assessment

CAP-27-0049

Priority Score: 40.70

## Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | Owen Sound Minor Soccer Association is a long standing community partner that provides a soccer facility in OS to play organized soccer at recreational and competitive levels supporting programs for youth and adults. |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | Asset inventory aimed at assessing the condition of existing assets at the facility and developing a plan to keep them in a good state of repair.                                                                        |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 2 | Work is aimed at maintaining the field conditions and supporting assets in a condition to support play.                                                                                                                  |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | The aim of this assessment is to confirm asset condition to avoid potential failure and impact programmed use of facility.                                                                                               |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | No expected impact to current operational performance.                                                                                                                                                                   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | The project meets all four resource categories.                                                                                                                                                                          |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no environmental impact expected.                                                                                                                                                                              |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | No impact to public use of the facility expected.                                                                                                                                                                        |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | The project has the potential to impact overall facility assets and their function/appearance.                                                                                                                           |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | Safe City                                                                                                                                                                                                                |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 2 | Project developed in collaboration with Owen Sound Minor Soccer Association.                                                                                                                                             |

Year: 2027

## Library Front Door Replacement 26V.2

**CAP-27-0038**

Priority  
Score: **41.70**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$125,625.00                   |

Priority Level: Moderate - Score 21-48  
 Department: Library  
 Staff Contact: Jason Hoffman  
 Location/Coordinates:

### Description:

Replacement of the main doors at the entrance of the Carnegie Library

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$60,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$60,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$60,000.00</b> |
|-----------------------|--------------------|

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or  
 Purchase Date: 12/31/2027

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$60,000.00 |
| Total    | \$60,000.00 |

Year: 2027

## Library Front Door Replacement 26V.2

**CAP-27-0038**

Priority  
Score: **41.70**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | The Library receives approximately 200,000 visitors annually, with the majority of the visitors entering via the front entrance doors.                                                                   |
| Health & Safety Score                | 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 Score                    | 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 Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | These doors have not experienced significant maintenance to date, but will likely begin to incur these costs if not replaced in the short-term.                                                          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for accessibility related grants if combined with other unfunded projects for the front entrance to the facility.                                                            |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | The project will have little or no impact on the environment.                                                                                                                                            |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project will maintain access to the Library.                                                                                                                                                         |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | The condition of the existing doors has been mentioned in unsolicited feedback.                                                                                                                          |

Year: 2027

## Library Masonry Re-pointing 26V.3

**CAP-27-0039**

Priority  
Score: **30.10**

Rationale: Asset Management - Renewal / Rehabilitation  
Strategic Plan Alignment:  
Estimated Useful Life (years): 25  
Future Replacement Cost:

Priority Level: Moderate - Score 21-48  
Department: Library  
Staff Contact: Shawn Dubosq  
Location/Coordinates:

### Description:

Maintain the exterior building envelope of the Library by re-pointing the existing exterior

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$50,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$50,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2026 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$50,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
Substantial Completion or  
Purchase Date: 12/31/2027

### Funding Sources:

Tax Levy \$50,000.00  
Total \$50,000.00

|                                          |                    |                                                   |
|------------------------------------------|--------------------|---------------------------------------------------|
| <b>Library Masonry Re-pointing 26V.3</b> | <b>CAP-27-0039</b> | <b>Year: 2027</b><br><b>Priority Score: 30.10</b> |
|------------------------------------------|--------------------|---------------------------------------------------|

| 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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1           | No known legislative/regulatory compliance requirement.                                                                                                                 |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1           | Little or no effect on current operations if the exterior continues to remain sealed.                                                                                   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0           | No opportunity for partnership or grant funding.                                                                                                                        |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1           | Little or no impact on environment as a result of the project.                                                                                                          |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1           | The project does not eliminate an existing public space.                                                                                                                |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1           | Project supports core service delivery.                                                                                                                                 |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0           | Has not been identified by the public.                                                                                                                                  |

Year: 2027

## Library Window Replacement 26V.4

**CAP-27-0040**

Priority Score: **27.50**

Rationale: Asset Management - Replacement  
 Strategic Plan Alignment:  
 Estimated Useful Life (years): 25  
 Future Replacement Cost:

Priority Level: Moderate - Score 21-48  
 Department: Library  
 Staff Contact: Jason Hoffman  
 Location/Coordinates:

### Description:

Maintain the exterior building envelope by replacing existing windows

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$125,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$125,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$125,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or Purchase Date: 12/31/2027

### Funding Sources:

Tax Levy \$125,000.00  
 Total \$125,000.00

|                                         |                    |                              |
|-----------------------------------------|--------------------|------------------------------|
| <b>Library Window Replacement 26V.4</b> | <b>CAP-27-0040</b> | <b>Year: 2027</b>            |
|                                         |                    | <b>Priority Score: 27.50</b> |

| 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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1           | No known legislative/regulatory compliance requirement.                                                                                                |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1           | Little or no effect on current operations - the rehabilitation work will have minimal impact on operations if the exterior continues to remain sealed. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0           | No opportunity for partnership or grant funding.                                                                                                       |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1           | Little or no impact on environment as a result of the project.                                                                                         |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1           | The project does not eliminate an existing public space.                                                                                               |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1           | Project supports core service delivery.                                                                                                                |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0           | Has not been identified by the public.                                                                                                                 |

Year: 2027

## Mobile Data Terminals Installed in Fire Apparatus 27U.1

**CAP-27-0020**

Priority Score: **39.90**

|                                |                                          |
|--------------------------------|------------------------------------------|
| Rationale                      | Asset Management - New Asset / Expansion |
| Strategic Plan Alignment       |                                          |
| Estimated Useful Life (years): |                                          |
| Future Replacement Cost:       | \$15,000.00                              |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Fire                   |
| Staff Contact:        | Greg Nicol             |
| Location/Coordinates: |                        |

### Description:

Purchase and installation of Mobile Data Terminals in Fire Apparatus.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$12,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$12,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$12,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$12,000.00 |
| Total    | \$12,000.00 |

Year: 2027

## Mobile Data Terminals Installed in Fire Apparatus 27U.1

**CAP-27-0020**

Priority Score: **39.90**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                   |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Although Fire Fighters are the end users of the asset, this project will have an impact on all residents of the City and help to ensure that they have the best service possible. |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 2 | No current legislation; however, it is a best practice in the industry.                                                                                                           |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Increase in operational effectiveness through new technology.                                                                                                                     |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Funded through tax levy                                                                                                                                                           |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | No impact on environment                                                                                                                                                          |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | No impact                                                                                                                                                                         |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | No impact                                                                                                                                                                         |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports core service delivery                                                                                                                                                    |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Not mentioned by public                                                                                                                                                           |

Year: 2027

## Parks - Harrison Park - Naturalization of Bird and Waterfowl Area 27D.9

**CAP-26-0084**

Priority Score: **34.80**

|                                |                             |
|--------------------------------|-----------------------------|
| Rationale                      | Master Plan - Harrison Park |
| Strategic Plan Alignment       | Green and Resilient City    |
| Estimated Useful Life (years): |                             |
| Future Replacement Cost:       |                             |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Eckhard Pastrik        |
| Location/Coordinates: |                        |

### Description:

27D.9 The 2024 Harrison Park Master Plan includes a number of recommendations that focus on the naturalization of a portion of the former bird area not required to support an appropriate swan population (based on habitat needs of swan). The naturalization effort will focus on the use of native plant species that will thrive in the river floodplain that attracts pollinators, native birds and other wildlife species. A donation has been received that will be utilized to undertake the development of a restoration plan.

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

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$7,000.00  |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$30,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$37,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$37,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|           |             |
|-----------|-------------|
| Tax Levy  | \$30,000.00 |
| Donations | \$7,000.00  |
| Total     | \$37,000.00 |

Year: 2027

**Parks - Harrison Park - Naturalization  
of Bird and Waterfowl Area 27D.9**

**CAP-26-0084**

Priority  
Score: **34.80**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | While more than 10,000 people visit Harrison Park annually, not all of them will be directly impacted by this project.                        |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | Minor injuries not requiring medical attention may result if the project does not proceed.                                                    |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement.                                                                              |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | Naturalization of an area that was formerly used as a waterfowl area which has been eliminated.                                               |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Both staff time and cost savings will be achieved with naturalization of former waterfowl area.                                               |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets three resource categories.                                                                                                              |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 4 | Focus on naturalization of a former enclosed waterfowl area and creation of habitat for native and wild bird population.                      |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project will have no direct impact on public users.                                                                                       |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | The project will have a significant aesthetic impact to the natural environment of Harrison Park and the floodplain along the Sydenham River. |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports core service and the project aligns with the 2024 Harrison Park Master Plan related to a number of objectives.                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 3 | The Harrison Park Master Plan was informed through feedback obtained at a number of public consultation events.                               |

Year: 2027

**Parks - Harrison Park Community  
Hall - Parking Lot and Facility  
Drainage Improvements (24D.5)**

**CAP-26-0019**

**Priority  
Score: 51.10**

|                                       |                             |
|---------------------------------------|-----------------------------|
| <b>Rationale</b>                      | Master Plan - Harrison Park |
| <b>Strategic Plan Alignment</b>       | City Building               |
| <b>Estimated Useful Life (years):</b> | 25                          |
| <b>Future Replacement Cost:</b>       |                             |

**Priority Level:** High - Score 49-69  
**Department:** Community Services  
**Staff Contact:** Eckhard Pastrik  
**Location/Coordinates:** 75 2nd Ave. E.

**Description:**

In 2021 the Harrison Park Hall received an interior renovation focused on accessibility improvements. This capital project is focused on a number of exterior improvements related to the parking lot (provision of accessible parking spots and transition into the building) and improvement to surface drainage around the perimeter of the facility (eaves, surface drainage improvements and establishment of dedicated exterior amenity to support venue offering). 24D.5

|                                       |              |        |        |
|---------------------------------------|--------------|--------|--------|
| <b>Cash Flow Projection:</b>          | <b>2027</b>  |        |        |
| Consulting including Design & Studies | \$25,000.00  |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$80,000.00  |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$105,000.00 | \$0.00 | \$0.00 |

**Costs Incurred to 2026 Year  
End**

|                                    |  |  |  |
|------------------------------------|--|--|--|
| <b>Impact on Operating Budget:</b> |  |  |  |
|------------------------------------|--|--|--|

**Total Project Budget: \$105,000.00**

**Schedule:**

Construction Start Date: 01/01/2027  
 Substantial Completion or  
 Purchase Date: 12/31/2027

**Funding Sources:**

|          |              |
|----------|--------------|
| Tax Levy | \$105,000.00 |
| Total    | \$105,000.00 |

Year: 2027

**Parks - Harrison Park Community  
Hall - Parking Lot and Facility  
Drainage Improvements (24D.5)**

**CAP-26-0019**

Priority  
Score: **51.10**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | Support Harrison Park Community Hall as a long standing venue offering amenities that support its continued use. |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | Project will move organization closer to meeting legislation.                                                    |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Moderate probability of failure; low consequence                                                                 |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Improvements to the halls parking lot and drainage of the lands enveloping the hall will improve efficiencies.   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets three of the resource categories.                                                                          |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 2 | Parking lot improvements may lead to less salt usage in winter and surface drainage.                             |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | Existing public access is maintained.                                                                            |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | Project should dramatically improve aesthetic appearance of facility.                                            |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | Supports one strategic plan.                                                                                     |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 4 | Supported by Harrison Park Master Plan and extensive public engagement undertaken.                               |

Year: 2027

## Parks - Kelso Beach at Nawash Park Main Entrance & Fence 24D.20

**CAP-26-0124**

Priority Score: **48.90**

|                                |                                                          |                                        |
|--------------------------------|----------------------------------------------------------|----------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation              | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       | Fostering Mutually Beneficial & Respectful Relationships | Department: Community Services         |
| Estimated Useful Life (years): | 50                                                       | Staff Contact: Nicole Wildeboer        |
| Future Replacement Cost:       |                                                          | Location/Coordinates:                  |

### Description:

24D.20 The Main entrance at Kelso Beach at Nawash Park is in need of a renewal to ensure the property reflects its status as a City Park, a focal point of local indigenous heritage and reconciliation, and as a venue for hosting significant arts, cultural and athletic events.

Pending the outcome of the 2022 Kelso Beach at Nawash Park Master Plan, this capital would be used to procure landscape design for the main entrance that includes new signage, removal of legacy chain link fence that separated the park from a former CN rail line, tree planting and landscaping to elevate the entrance area to align the appearance of the main entrance with the status of the park.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$31,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$31,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$31,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
Substantial Completion or Purchase Date: 12/31/2027

### Funding Sources:

Tax Levy \$31,000.00  
Total \$31,000.00

Year: 2027

**Parks - Kelso Beach at Nawash Park  
Main Entrance & Fence 24D.20**

**CAP-26-0124**

Priority  
Score: **48.90**

**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 Although visitor numbers have not been tracked at Kelso Beach at Nawash Park to date, Summerfolk attracts 10,000 visitors annually for a single event. It can be inferred therefore that more than 10,000 people visit Kelso Beach at Nawash Park annually |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | Minor Impact on Health and Safety                                                                                                                                                                                                                                  |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No Known Legislation                                                                                                                                                                                                                                               |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Existing park assets along the park frontage that are aging that require maintenance/replacement/removal.                                                                                                                                                          |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There will be a slight impact on operating efficiency as a result of frontage improvement work.                                                                                                                                                                    |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meet 3 of the resource categories.                                                                                                                                                                                                                                 |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | little or no impact on the environment as a result of the project                                                                                                                                                                                                  |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | project will be free to access for all users                                                                                                                                                                                                                       |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 5 | project would dramatically improve the aesthetic value of the asset                                                                                                                                                                                                |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | Kelso Beach Maser Plan                                                                                                                                                                                                                                             |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 3 | Documented Multiple supports through unsolicited feedback.                                                                                                                                                                                                         |

Year: 2027

## Parks - Kiwanis Soccer Complex - Entrance Gate/Sign 26D.16

**CAP-26-0068**

Priority Score: **42.30**

|                                |                                                          |                                        |
|--------------------------------|----------------------------------------------------------|----------------------------------------|
| Rationale                      | Asset Management - Replacement                           | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       | Fostering Mutually Beneficial & Respectful Relationships | Department: Community Services         |
| Estimated Useful Life (years): | 30                                                       | Staff Contact: Nicole Wildeboer        |
| Future Replacement Cost:       |                                                          | Location/Coordinates:                  |

### Description:

26D.16 The access gate at the entrance of Kiwanis Soccer Complex has reached the end of its life. This gate is used by both the Owen Sound Minor Soccer Association (OSMSA) and the City of Owen Sound (City) staff to restrict vehicular access to the soccer complex. The project will also include the creation of a new sign for the Kiwanis 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 split equally with the OSMSA and City.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$5,000.00  |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$25,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$30,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$30,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|           |             |
|-----------|-------------|
| Tax Levy  | \$15,000.00 |
| Donations | \$15,000.00 |
| Total     | \$30,000.00 |

Year: 2027

**Parks - Kiwanis Soccer Complex -  
Entrance Gate/Sign 26D.16**

**CAP-26-0068**

Priority  
Score: **42.30**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | >10,000 people will be directly impacted as a result of this project.                                                    |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | The project will provide a more secure soccer facility and reduce unauthorized vehicular access to the site.             |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement                                                          |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | The existing gate is well beyond its useful life and a higher level of exclusion will be provided with facility signage. |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the project.                                      |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets three of the resource categories.                                                                                  |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Limited or no environmental impact.                                                                                      |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                                          |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | The project improves aesthetic value and security.                                                                       |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | Fostering Mutually Beneficial & Respectful Relationships                                                                 |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | The project has been mentioned in discussion with OSMSA.                                                                 |

Year: 2027

## Parks West Side Shop Roof Replacement 27D.4

**CAP-27-0054**

Priority Score: **19.80**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 40                             |
| Future Replacement Cost:       | \$22,850.00                    |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | Low - Score 0-20   |
| Department:           | Corporate Services |
| Staff Contact:        | Derek Christie     |
| Location/Coordinates: |                    |

### Description:

Replacement of the existing roof with a steel roof to extend the lifespan and to better survive its current environment.

| Cash Flow Projection:                 | 2027       |        |        |
|---------------------------------------|------------|--------|--------|
| Consulting including Design & Studies |            |        |        |
| In House Engineering                  |            |        |        |
| Communication / Signage               |            |        |        |
| Construction / Contractor             | \$7,000.00 |        |        |
| Materials                             |            |        |        |
| Equipment Purchases                   |            |        |        |
| Contingency                           |            |        |        |
| Total                                 | \$7,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                   |
|-----------------------|-------------------|
| Total Project Budget: | <b>\$7,000.00</b> |
|-----------------------|-------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |            |
|----------|------------|
| Tax Levy | \$7,000.00 |
| Total    | \$7,000.00 |

Year: 2027

**Parks West Side Shop Roof  
Replacement 27D.4**

**CAP-27-0054**

Priority  
Score: **19.80**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | The project supports internal operations but is in an area that is widely used by the public.                                                    |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety.                                                                                            |
| Legislation Score                    | 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 Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the project.                                                              |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no opportunity for partnership or grant funding for this project.                                                                       |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                                                                  |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                                                                      |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                                               |

Year: 2027

## Playground Replacement - Parkview Park 30D.10

**CAP-27-0050**

Priority  
Score: **50.90**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Safe City                      |
| Estimated Useful Life (years): | 20                             |
| Future Replacement Cost:       |                                |

Priority Level: High - Score 49-69  
 Department: Community Services  
 Staff Contact: Eckhard Pastrik  
 Location/Coordinates:

### Description:

Replacement of the playground at Parkview Park is required as the existing play structure has exceeded its useful life.

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$246,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$246,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$246,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or  
 Purchase Date: 12/31/2027

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$246,000.00 |
| Total    | \$246,000.00 |

Year: 2027

**Playground Replacement - Parkview  
Park 30D.10**

**CAP-27-0050**

Priority  
Score: **50.90**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | <1,000 people will be directly impacted as a result of this project.                                                                                                          |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Completion of the project will gain full legislative/regulatory compliance.                                                                                                   |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | There is a high probability of failure and high consequences.                                                                                                                 |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Both staff time and cost savings will be achieved as result of the project.                                                                                                   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Project meet 3 of the resource categories.                                                                                                                                    |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | The project will be free to access for all users.                                                                                                                             |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                                                                                                   |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public. The playground project layout will be brought forward to the Grey County Accessibility Advisory Committee for their input. |

Year: 2027

## Playground Replacement Design - 2027

**CAP-27-0051**

Priority Score: **69.30**

|                                |                                |                                    |
|--------------------------------|--------------------------------|------------------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level: High - Score 49-69 |
| Strategic Plan Alignment       | Safe City                      | Department: Community Services     |
| Estimated Useful Life (years): | NA                             | Staff Contact: Eckhard Pastrik     |
| Future Replacement Cost:       | NA                             | Location/Coordinates:              |

### Description:

The City has an inventory of playgrounds at the end of their lifecycle that have been identified for replacement in the current 5-year capital budget cycle. There are four neighbourhood park playgrounds in Parkview Park, Alexandra Park, Westmount Park and the Tot Lot Park that are scheduled to be replaced between 2027 and 2030 and this project is intended to establish the design context for each so that they are shovel ready to support their staggered implementation. The project will involve the procurement of a consultant to undertake the development of design plans, specifications and tender documentation to generate shovel ready construction packages. The consultant will seek public input on the design of each playground. That public input will be used to shape the design context of each playground configuration.

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies | \$150,000.00 |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$150,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$150,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or Purchase Date: 12/31/2027

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$150,000.00 |
| Total    | \$150,000.00 |

Year: 2027

## Playground Replacement Design - 2027

**CAP-27-0051**

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?                                                                                                                | 1 | Playgrounds to be replaced service local neighbourhood families.                                                                     |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | The playgrounds being replaced are beyond their useful life.                                                                         |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Playgrounds are required to comply with the standards as set out within CSA Z614:20 - Children's Playground Equipment and Surfacing. |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Replace neighbourhood playgrounds that provide measurable health, social inclusion, and community building benefits.                 |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Replacement of end of life playgrounds will positively impact staff time and operating costs.                                        |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | The project meets all four resource categories                                                                                       |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | No impact to natural environment expected.                                                                                           |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | Replacement playgrounds will offer greater play experience and accessibility.                                                        |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 5 | The replacement playgrounds will dramatically improve the aesthetic appearance of the city playgrounds.                              |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | Safe City                                                                                                                            |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | Public consultation on replacement playgrounds is part of the scope of this project.                                                 |

Year: 2027

## Police Station Air Handling Unit Replacement 27J.4

**CAP-27-0041**

Priority Score: **40.30**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 40                             |
| Future Replacement Cost:       | \$5,480,225.00                 |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Jason Hoffman  
 Location/Coordinates:

### Description:

Installation of two units to replace the existing unit, with one unit serving the perimeter duct system and the other unit serving the interior duct system

| Cash Flow Projection:                 | 2027        | 2028         | 2029         |
|---------------------------------------|-------------|--------------|--------------|
| Consulting including Design & Studies | \$80,000.00 | \$25,000.00  | \$30,000.00  |
| In House Engineering                  |             |              |              |
| Communication / Signage               |             |              |              |
| Construction / Contractor             |             | \$675,000.00 | \$675,000.00 |
| Materials                             |             |              |              |
| Equipment Purchases                   |             |              |              |
| Contingency                           |             | \$50,000.00  | \$85,000.00  |
| Total                                 | \$80,000.00 | \$750,000.00 | \$790,000.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                       |
|-----------------------|-----------------------|
| Total Project Budget: | <b>\$1,620,000.00</b> |
|-----------------------|-----------------------|

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or Purchase Date: 12/31/2027

### Funding Sources:

Tax Levy \$1,620,000.00  
 Total \$1,620,000.00

Year: 2027

## Police Station Air Handling Unit Replacement 27J.4

**CAP-27-0041**

Priority  
Score: **40.30**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | Police staff are the only users affected by the replacement of the AHU.                                                                                                     |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement.                                                                                                                     |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | 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. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for grant funding once the replacement unit has been designed.                                                                                  |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3 | It is anticipated that there will be moderate reductions in energy consumption.                                                                                             |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | Project will have no direct impact on public users.                                                                                                                         |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                                                                                                                      |

Year: 2027

## Police Station Roof Section 3 Restoration 27J.3

**CAP-27-0043**

Priority  
Score: **21.40**

|                                |                                             |
|--------------------------------|---------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation |
| Strategic Plan Alignment       |                                             |
| Estimated Useful Life (years): | 15                                          |
| Future Replacement Cost:       | \$101,270.00                                |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Shawn Dubosq           |
| Location/Coordinates: |                        |

### Description:

Restoration of Roof Section 3 to extend the lifespan of the roof section by 15 years

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$80,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$80,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$80,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2027 |
| Substantial Completion or<br>Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$80,000.00 |
| Total    | \$80,000.00 |

Year: 2027

**Police Station Roof Section 3  
Restoration 27J.3**

**CAP-27-0043**

Priority  
Score: **21.40**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | The roof affects the cell block only and does not cover core building assets.                                                               |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement.                                                                                     |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the project if it is completed prior to deterioration.               |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no opportunity for partnership or grant funding for this project.                                                                  |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | Project will have no direct impact on public users.                                                                                         |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                                                                                      |

Year: 2027

## Public Works Shop Hot Water Heater (HWH) Replacement 27M.3

**CAP-27-0055**

Priority  
Score: **29.50**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 15                             |
| Future Replacement Cost:       | \$23,400.00                    |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Nicole Wildeboer  
 Location/Coordinates:

### Description:

Replacement of the existing hot water heater (HWH) to reduce annual energy consumption and costs.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$15,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$15,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$15,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or  
 Purchase Date: 12/31/2027

### Funding Sources:

Tax Levy \$15,000.00  
 Total \$15,000.00

Year: 2027

**Public Works Shop Hot Water Heater  
(HWH) Replacement 27M.3**

**CAP-27-0055**

Priority  
Score: **29.50**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                    |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | Hot water is available to staff and the maximum amount of patrons allowed in the facility at any given time.                       |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance issues associated with the current equipment.                                  |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Financial savings will be achieved as a result of the project due to the high volume of water used at this location.               |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for a grant depending on the annual consumption and the type of equipment that will be installed.      |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There will be minimal impact on the environment.                                                                                   |
| Socio-Economic Factors Score         | 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 Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The HWH carries no aesthetic value.                                                                                                |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                                 |

Year: 2027

## Public Works Shop Radiant Heater Replacement 27M.6

**CAP-27-0056**

Priority Score: **26.10**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 15                             |
| Future Replacement Cost:       | \$88,600.00                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Shawn Dubosq           |
| Location/Coordinates: |                        |

### Description:

Replacement of existing radiant heating system to reduce annual energy consumption and costs, while providing similar or improved output for facility users.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$54,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$54,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$54,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$54,000.00 |
| Total    | \$54,000.00 |

Year: 2027

**Public Works Shop Radiant Heater  
Replacement 27M.6**

**CAP-27-0056**

Priority  
Score: **26.10**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                      |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | The radiant heating system supports the staff that utilize the storage bays of the PW work shop.                                                                     |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | There are no health and safety issues at this time.                                                                                                                  |
| Legislation Score                    | 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 Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There will be a slight improvement on operational efficiency through reduced energy consumption. This will be confirmed once the proper equipment has been selected. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for a grant once the annual consumption and proposed equipment has been confirmed.                                                       |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing space.                                                                                                                             |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has no aesthetic value                                                                                                                                   |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | This project has not been identified through public feedback.                                                                                                        |

Year: 2027

## Reconstruction- 8th St E/GR 5 - From end of curb (600 m east of 8th St E) to 20th Ave E 27P.8

**CAP-27-0012**

Priority Score: **47.40**

|                                |                                          |
|--------------------------------|------------------------------------------|
| Rationale                      | Asset Management - New Asset / Expansion |
| Strategic Plan Alignment       | A City That Moves                        |
| Estimated Useful Life (years): | 50                                       |
| Future Replacement Cost:       | \$1,973,000.00                           |

|                       |                              |
|-----------------------|------------------------------|
| Priority Level:       | Moderate - Score 21-48       |
| Department:           | Public Works and Engineering |
| Staff Contact:        | Mason Bellamy                |
| Location/Coordinates: |                              |

### Description:

Grey County Transportation Services is planning to construct 8th Street East/Grey Road 5 in 2027 to a full urban cross-section (south side). 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 and upgrading the existing street lighting

| Cash Flow Projection:                 | 2027        | 2028         | 2029        |
|---------------------------------------|-------------|--------------|-------------|
| Consulting including Design & Studies | \$38,000.00 | \$18,000.00  | \$10,000.00 |
| In House Engineering                  | \$2,000.00  | \$2,000.00   |             |
| Communication / Signage               |             |              |             |
| Construction / Contractor             |             | \$380,000.00 |             |
| Materials                             |             |              |             |
| Equipment Purchases                   |             |              |             |
| Contingency                           |             |              |             |
| Total                                 | \$40,000.00 | \$400,000.00 | \$10,000.00 |

Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$450,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|           |              |
|-----------|--------------|
| Donations | \$450,000.00 |
| Total     | \$450,000.00 |

Year: 2027

**Reconstruction- 8th St E/GR 5 - From  
end of curb (600 m east of 8th St E) to  
20th Ave E 27P.8**

**CAP-27-0012**

Priority  
Score: **47.40**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                              |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | This project will support active transportation for the new upcoming developments (Red Hawk & Flato).                                                                        |
| Health & Safety Score                | 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 Score                    | 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 Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 0 | This project will require additional operational resources                                                                                                                   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 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 Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | This project will have minor impact on public users                                                                                                                          |
| Aesthetic Value Score                | 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 boulevard trees will be looked at to increase the aesthetics of the road  |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports core service delivery                                                                                                                                  |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 3 | This project has not been identified by the public but will be as part of public engagement through the subdivision approval process.                                        |

Year: 2027

# Reconstruction of 2nd Ave W/Grey Road 1 - 10th St W to 14th St W (675 m) 27P.9

CAP-27-0010

Priority Score: 53.70

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | A City That Moves              |
| Estimated Useful Life (years): | 50                             |
| Future Replacement Cost:       | \$2,500,000.00                 |

|                       |                              |
|-----------------------|------------------------------|
| Priority Level:       | High - Score 49-69           |
| Department:           | Public Works and Engineering |
| Staff Contact:        | Mason Bellamy                |
| Location/Coordinates: |                              |

## Description:

Grey County Transportation Services plans to reconstruct or rehabilitate 2nd Avenue West (Grey Road 1) from 10th Street West to 14th Street West. Preliminary estimate for sidewalk and storm water infrastructure that may be replaced, at the City's cost. 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.

| Cash Flow Projection:                 | 2027        | 2028         | 2029        |
|---------------------------------------|-------------|--------------|-------------|
| Consulting including Design & Studies | \$52,000.00 | \$45,000.00  | \$15,000.00 |
| In House Engineering                  | \$3,000.00  | \$5,000.00   |             |
| Communication / Signage               |             |              |             |
| Construction / Contractor             |             | \$500,000.00 |             |
| Materials                             |             |              |             |
| Equipment Purchases                   |             |              |             |
| Contingency                           |             |              |             |
| Total                                 | \$55,000.00 | \$550,000.00 | \$15,000.00 |

Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: \$620,000.00

## Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

## Funding Sources:

|              |              |
|--------------|--------------|
| Tax Levy     | \$15,000.00  |
| OCIF Formula | \$605,000.00 |
| Total        | \$620,000.00 |

Year: 2027

**Reconstruction of 2nd Ave W/Grey  
Road 1 - 10th St W to 14th St W (675  
m) 27P.9**

**CAP-27-0010**

**Priority  
Score: 53.70**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | This section of road has a traffic count of approximately 5,100 AADT                                                                                                        |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | This project is required to continue to be compliant under minimum maintenance standards                                                                                    |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | This project will have slight operational operational efficiencies due to the underground infrastructure being replaced.                                                    |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | This project will be coordinated with the County reconstruction so the road portion would be covered by the County.                                                         |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | This project will have no direct impact on public users                                                                                                                     |
| Aesthetic Value Score                | 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 boulevard trees will be looked at to increase the aesthetics of the road |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports core service delivery                                                                                                                                 |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | This project has been mentioned by unsolicited feedback regarding the sidewalk condition on this section of road.                                                           |

Year: 2027

## Replacement of Retaining Wall- 5th Avenue East (RW-4) - 700 block - east side 27P.11

**CAP-27-0011**

Priority Score: **44.20**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | A City That Moves              |
| Estimated Useful Life (years): | 80                             |
| Future Replacement Cost:       | \$4,000,000.00                 |

|                       |                              |
|-----------------------|------------------------------|
| Priority Level:       | Moderate - Score 21-48       |
| Department:           | Public Works and Engineering |
| Staff Contact:        | Mason Bellamy                |
| Location/Coordinates: |                              |

### Description:

Replacement of Retaining Wall- 5th Avenue East (RW-4) - 700 block - east side

| Cash Flow Projection:                 | 2027        | 2028         | 2029        |
|---------------------------------------|-------------|--------------|-------------|
| Consulting including Design & Studies | \$70,000.00 | \$25,000.00  |             |
| In House Engineering                  | \$5,000.00  | \$5,000.00   |             |
| Communication / Signage               |             |              |             |
| Construction / Contractor             |             | \$370,000.00 | \$10,000.00 |
| Materials                             |             |              |             |
| Equipment Purchases                   |             |              |             |
| Contingency                           |             |              |             |
| Total                                 | \$75,000.00 | \$400,000.00 | \$10,000.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$485,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$485,000.00 |
| Total    | \$485,000.00 |

Year: 2027

**Replacement of Retaining Wall- 5th Avenue East (RW-4) - 700 block - east side 27P.11**

**CAP-27-0011**

Priority Score: **44.20**

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | This retaining wall will affect traffic on a low volume local road. It is supporting soils and a residential driveway fronting 735 5th Ave E.                                                                                                    |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | This project will continue to keep us in compliance from good engineering design.                                                                                                                                                                |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | This retaining wall replacement may allow for more effective snow plowing since snow storage will be considered in the redesign of this wall                                                                                                     |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | Currently there is no opportunity for grant funding                                                                                                                                                                                              |
| Environment Score                    | Environment Score Does the project address needs impacted by climate change?                                                                                             | 1 | This project will have little or no impact on environment                                                                                                                                                                                        |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | This project will have no direct impact on public users                                                                                                                                                                                          |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | This project has not been identified by the public                                                                                                                                                                                               |

Year: 2027

## Rope Rescue Equipment 27U.2

**CAP-27-0021**

Priority Score: **51.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 10                             |
| Future Replacement Cost:       | \$12,000.00                    |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | High - Score 49-69 |
| Department:           | Fire               |
| Staff Contact:        | Greg Nicol         |
| Location/Coordinates: |                    |

### Description:

Scheduled Replacement of Life Safety ropes and high angle rescue equipment.

| Cash Flow Projection:                 | 2027       |        |        |
|---------------------------------------|------------|--------|--------|
| Consulting including Design & Studies |            |        |        |
| In House Engineering                  |            |        |        |
| Communication / Signage               |            |        |        |
| Construction / Contractor Materials   |            |        |        |
| Equipment Purchases                   | \$9,000.00 |        |        |
| Contingency                           |            |        |        |
| Total                                 | \$9,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$9,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or Purchase Date: 12/31/2027

### Funding Sources:

|          |            |
|----------|------------|
| Tax Levy | \$9,000.00 |
| Total    | \$9,000.00 |

|                                    |                    |                              |
|------------------------------------|--------------------|------------------------------|
| <b>Rope Rescue Equipment 27U.2</b> | <b>CAP-27-0021</b> | <b>Year: 2027</b>            |
|                                    |                    | <b>Priority Score: 51.00</b> |

| 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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5           | Legislated replacement as per schedule                                                                                                                                            |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3           | High consequence of failure.                                                                                                                                                      |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2           | Maintains operational performance                                                                                                                                                 |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0           | Funded through tax levy                                                                                                                                                           |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1           | Little or no impact on environment as a result of the project.                                                                                                                    |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0           | Project will have no direct impact on public users.                                                                                                                               |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1           | Project has no aesthetic value.                                                                                                                                                   |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1           | Supports core service delivery.                                                                                                                                                   |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0           | Has not been identified by the public.                                                                                                                                            |

Year: 2027

## Servicing Agreement - 10th St E - 18th Ave E to 20th Ave E - Smart REIT 24P.40

**CAP-27-0007**

Priority  
Score: **39.30**

|                                |                                          |                                          |
|--------------------------------|------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - New Asset / Expansion | Priority Level: Moderate - Score 21-48   |
| Strategic Plan Alignment       | A City That Moves                        | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 100                                      | Staff Contact: Mason Bellamy             |
| Future Replacement Cost:       | \$20,285,009.00                          | Location/Coordinates:                    |

### Description:

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 road and sidewalk. This project cost is 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. Under a Servicing Agreement with Calloway REIT, the developer will pay for the road and services construction and the City will contribute \$280,000 from the DC Reserve. 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 obtain direct access via the construction of 20th Avenue East for each of these two developments. However, all three of these developments will require 20th Avenue East or 10th Street East as a secondary emergency access for complete build-out of their respective developments. 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.

| Cash Flow Projection:                 | 2027           |        |        |
|---------------------------------------|----------------|--------|--------|
| Consulting including Design & Studies |                |        |        |
| In House Engineering                  |                |        |        |
| Communication / Signage               |                |        |        |
| Construction / Contractor             | \$2,800,000.00 |        |        |
| Materials                             |                |        |        |
| Equipment Purchases                   |                |        |        |
| Contingency                           |                |        |        |
| Total                                 | \$2,800,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$2,800,000.00**

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2027 |
| Substantial Completion or<br>Purchase Date: | 12/31/2027 |

### Funding Sources:

|                     |                |
|---------------------|----------------|
| Donations           | \$2,520,000.00 |
| Development Charges | \$280,000.00   |
| Total               | \$2,800,000.00 |

Year: 2027

**Servicing Agreement - 10th St E -  
18th Ave E to 20th Ave E - Smart  
REIT 24P.40**

**CAP-27-0007**

Priority  
Score: **39.30**

**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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact on health and safety.                                                                             |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | This project would meet the legislative requirements to proceed with the development.                       |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 0 | Project will require additional operational resources (i.e. winter maintenance).                            |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | The developer will be responsible to contribute financially for the construction of this project.           |
| Environment Score                    | Environment Score 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | Project will have no direct impact on public users.                                                         |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | Street scape will be reviewed during site plan.                                                             |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | This project has not been identified by the public.                                                         |

Year: 2027

# Servicing Agreement- 16th St E & 20th Ave E Intersection Upgrading and 20th Ave E Construction - Thompson Centres 27P.6

CAP-27-0008

Priority Score: 46.50

|                                |                                          |                       |                              |
|--------------------------------|------------------------------------------|-----------------------|------------------------------|
| Rationale                      | Asset Management - New Asset / Expansion | Priority Level:       | Moderate - Score 21-48       |
| Strategic Plan Alignment       | A City That Moves                        | Department:           | Public Works and Engineering |
| Estimated Useful Life (years): | 50                                       | Staff Contact:        | Mason Bellamy                |
| Future Replacement Cost:       | \$1,400,000.00                           | Location/Coordinates: |                              |

## Description:

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.

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$478,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$478,000.00 | \$0.00 | \$0.00 |

## Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: \$478,000.00

## Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or Purchase Date: 12/31/2027

## Funding Sources:

Tax Levy \$478,000.00  
 Total \$478,000.00

Year: 2027

**Servicing Agreement- 16th St E & 20th Ave E Intersection Upgrading and 20th Ave E Construction - Thompson Centres 27P.6**

**CAP-27-0008**

Priority Score: **46.50**

**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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | This project is required to continue to be compliant due to traffic patterns                                                |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | This will be a new asset                                                                                                    |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | This will add additional staff time and resources to maintain this traffic system.                                          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | This project may be eligible for rebates / funding through future developer contributions                                   |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no direct impact on public                                                                            |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has no aesthetic value                                                                                          |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                                                 |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                          |

Year: 2027

## Software Transformation - HRIS 27A.7

**CAP-27-0031**

Priority  
Score: **44.50**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 7 to 10                        |
| Future Replacement Cost:       |                                |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Mark Giberson          |
| Location/Coordinates: |                        |

### Description:

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

| Cash Flow Projection:                 | 2027         | 2028        |        |
|---------------------------------------|--------------|-------------|--------|
| Consulting including Design & Studies |              |             |        |
| In House Engineering                  |              |             |        |
| Communication / Signage               |              |             |        |
| Construction / Contractor             |              |             |        |
| Materials                             |              |             |        |
| Equipment Purchases                   | \$163,700.00 | \$84,300.00 |        |
| Contingency                           |              |             |        |
| Total                                 | \$163,700.00 | \$84,300.00 | \$0.00 |

Costs Incurred to 2026 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$248,000.00</b> |
|-----------------------|---------------------|

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2027 |
| Substantial Completion or<br>Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |              |
|----------|--------------|
| Reserves | \$148,000.00 |
| Tax Levy | \$100,000.00 |
| Total    | \$248,000.00 |

Year: 2027

**Software Transformation - HRIS**  
**27A.7**

**CAP-27-0031**

Priority  
Score: **44.50**

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Direct impact will be City staff from various departments; however, this project will also affect delivery of all it services to staff and Citizens (>10,000 people indirectly impacted) |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No Impact on Health an Safety                                                                                                                                                            |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | Completion will gain full legislative/regulatory compliance                                                                                                                              |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Both Staff time and cost savings will be achieved as a result of the project                                                                                                             |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | No opportunity for partnership or grant funding                                                                                                                                          |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment                                                                                                                                                       |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project does not eliminate an existing public space                                                                                                                                  |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has no aesthetic value.                                                                                                                                                      |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public                                                                                                                                                    |

Year: 2027

## Term of Council Priorities - Strategic Plan (Term) 27B.2

**CAP-27-0006**

Priority Score: **42.50**

Rationale: Asset Management - Study / Assessment / Plan  
 Strategic Plan Alignment: Fostering Mutually Beneficial & Respectful Relationships  
 Estimated Useful Life (years):  
 Future Replacement Cost:

Priority Level: Moderate - Score 21-48  
 Department: City Manager  
 Staff Contact: Michelle Palmer  
 Location/Coordinates:

### Description:

Development of "Term of Council Priorities" aligned with 2050 Vision after each election

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$15,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$15,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$15,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or Purchase Date: 12/31/2027

### Funding Sources:

Reserves \$15,000.00  
 Total \$15,000.00

Year: 2027

**Term of Council Priorities - Strategic Plan (Term) 27B.2**

**CAP-27-0006**

Priority Score: **42.50**

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                      |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | Greater than 10,000 citizens, will impact entire community                                                                                                                                                                                           |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact                                                                                                                                                                                                                                            |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislation, this is based on best practice                                                                                                                                                                                        |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | N/A                                                                                                                                                                                                                                                  |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | 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 |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | Funded from strategic planning reserve                                                                                                                                                                                                               |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3 | The outcomes of this project will support climate change initiatives                                                                                                                                                                                 |
| Socio-Economic Factors Score         | 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 Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | N/A                                                                                                                                                                                                                                                  |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 4 | This is specifically mentioned within a Key Result                                                                                                                                                                                                   |
| Public Input Score                   | 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                                                                          |

Year: 2027

## Tom Williams Backstop & Fencing Replacement

**CAP-27-0052**

Priority Score: **51.20**

|                                |                                             |                                    |
|--------------------------------|---------------------------------------------|------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: High - Score 49-69 |
| Strategic Plan Alignment       | Safe City                                   | Department: Community Services     |
| Estimated Useful Life (years): | 20                                          | Staff Contact: Nicole Wildeboer    |
| Future Replacement Cost:       |                                             | Location/Coordinates:              |

### Description:

The existing backstop and infield fencing at Tom Williams Park diamond is well beyond its useful life. Staff have performed numerous repairs and invested significant effort to keep the backstop safe. The permanent backstop will be replaced with a heavy-duty steel frames in concrete, with chain-link fencing and an overhang with wing panels to prevent balls from clearing the backstop and foul lines. The backstop will be structured to accommodate the installation of a seasonal shade panel that can be installed without the need for specialized equipment. The infield fencing that is of the same vintage will also be replaced to bring a consistent standard to the infield infrastructure. A consultant will be secured to prepare the construction and supporting engineered foundation plans/specification and quotation document for the structure.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$10,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$80,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$90,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$90,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or Purchase Date: 12/31/2027

### Funding Sources:

|           |             |
|-----------|-------------|
| Tax Levy  | \$78,500.00 |
| Donations | \$11,500.00 |
| Total     | \$90,000.00 |

Year: 2027

# Tom Williams Backstop & Fencing Replacement

CAP-27-0052

Priority Score: 51.20

## Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                       |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | The baseball diamond is utilized by the Owen Sound Baysox and OS Minor Baseball for recreational and competitive league play.                         |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | The existing backstop is well beyond its useful life and is not longer repairable given the age and conditions of the unit.                           |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | The backstop is being replaced to mitigate risk associated with potential failure of a component of the backstop.                                     |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | This is a non-essential asset requiring replacement to address potential failure of asset.                                                            |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Operational efficiency and financial saving will be achieved with the replacement of the backstop.                                                    |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | The project meets all four resource categories.                                                                                                       |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There will be little or no impact on the environment.                                                                                                 |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project does not eliminate an existing public space.                                                                                              |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | The project addresses a failing backstop and infield fence that is well beyond its useful life and will dramatically improve the facility aesthetics. |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Safe City                                                                                                                                             |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | The project has been referenced in discussion with facility user groups.                                                                              |

Year: 2027

## Traffic Signal Replacement - 10th St and 7th Ave W

**CAP-27-0015**

Priority Score: **63.70**

|                                |                                |                                          |
|--------------------------------|--------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | A City That Moves              | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 25                             | Staff Contact: Mason Bellamy             |
| Future Replacement Cost:       |                                | Location/Coordinates:                    |

### Description:

This project involves geometric improvements to the intersection to better facilitate Traffic flow and Turning movements. It also includes installation of steel poles and arms for the traffic signals that are presently suspended on cable strand and wood poles. This type of construction is considered temporary in nature. It requires regular tensioning of the cables due to movement and relaxation in the cable strand which also has limited adjustment due to the existing wooden poles that are owned by Hydro One. This upgrading is to incorporate a road widening/sight triangle taking in the south-west quadrant of the intersection that will require some engineering, legal survey work and property acquisition in 2027. These improvements will require MTO approval (Highway 6/21 Connecting Link). Construction is planned to commence in 2028 (starting with road, curb and gutter/geometric and sidewalk changes (AODA compliance), underground work and pole base construction) and continue into 2029 (completion of traffic and pedestrian signals and pole installation). Precise phasing of construction is yet to be determined. The acquisition of property may take an extended time period.

| Cash Flow Projection:                 | 2027        | 2028         |        |
|---------------------------------------|-------------|--------------|--------|
| Consulting including Design & Studies | \$50,000.00 |              |        |
| In House Engineering                  |             |              |        |
| Communication / Signage               |             |              |        |
| Construction / Contractor             |             | \$300,000.00 |        |
| Materials                             |             |              |        |
| Equipment Purchases                   |             |              |        |
| Contingency                           |             |              |        |
| Total                                 | \$50,000.00 | \$300,000.00 | \$0.00 |

**Costs Incurred to 2026 Year End**

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$350,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$350,000.00 |
| Total    | \$350,000.00 |

Year: 2027

# Traffic Signal Replacement - 10th St and 7th Ave W

CAP-27-0015

Priority Score: 63.70

## Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This would have a large beneficial impact on commuter and pedestrian access in the area, specifically around the High School. In 2024, this was one of the City's highest collision intersections, likely in part due to the volume of pedestrian traffic between the school and the Tim Hortons. Improving the signalization and geometry will increase public safety. |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Multiple injuries may result due to inadequate intersection crossing                                                                                                                                                                                                                                                                                                    |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | This project is required to provide a safe pedestrian crossing                                                                                                                                                                                                                                                                                                          |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | This project would enhance current assets to meet AODA compliance                                                                                                                                                                                                                                                                                                       |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Saving will be realized due to ease of winter maintenance and eliminating spring cleanup requirements                                                                                                                                                                                                                                                                   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Staff believe we are in a position to complete the project with consultants help and will fit in our current Schedule and Technology                                                                                                                                                                                                                                    |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | This project would have minor improvements to climate change needs                                                                                                                                                                                                                                                                                                      |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project will maintain an existing public space                                                                                                                                                                                                                                                                                                                     |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Has limited impact, but some improvement to aesthetics                                                                                                                                                                                                                                                                                                                  |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | Meets one Strategic goal                                                                                                                                                                                                                                                                                                                                                |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | Project has been mentioned in public comments                                                                                                                                                                                                                                                                                                                           |

Year: 2027

## Transit Terminal Window and Door Replacement 27R.1

**CAP-27-0057**

Priority Score: **42.30**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 30                             |
| Future Replacement Cost:       | \$60,700.00                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Shawn Dubosq           |
| Location/Coordinates: |                        |

### Description:

Replacement of entrance doors which were installed in 1986

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$25,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$25,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$25,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$25,000.00 |
| Total    | \$25,000.00 |

Year: 2027

## Transit Terminal Window and Door Replacement 27R.1

**CAP-27-0057**

Priority Score: **42.30**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                              |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | The transit terminal is a well utilized facility by both transit and non-transit users.                                                      |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | There is no impact on health and safety associated with the windows in their current state.                                                  |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement.                                                                                      |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | There is a moderate probability of failure based on the lifecycle and other deterioration. There have been multiple repairs in recent years. |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Slight impact on operational efficiency and effectiveness by reducing maintenance related repairs.                                           |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | The project is funded by Provincial Gas Tax and does not require tax supported funding.                                                      |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment as a result of the project.                                                                               |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing space.                                                                                                     |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | The project will moderately improve the aesthetic of the building.                                                                           |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Project supports core service delivery.                                                                                                      |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                                                                                       |

Year: 2027

## Water & Wastewater Master Servicing 27P.12

**CAP-27-0016**

Priority  
Score: **34.70**

|                                |                                              |                                          |
|--------------------------------|----------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Study / Assessment / Plan | Priority Level: Moderate - Score 21-48   |
| Strategic Plan Alignment       | Green and Resilient City                     | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 25                                           | Staff Contact: Mason Bellamy             |
| Future Replacement Cost:       | \$410,151.00                                 | Location/Coordinates:                    |

### Description:

This area has experienced growth and development and a number of the recommended servicing construction and upgrading projects have been completed, the study (completed in 2007) 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

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies | \$345,000.00 |        |        |
| In House Engineering                  | \$5,000.00   |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$350,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$350,000.00**

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2027 |
| Substantial Completion or<br>Purchase Date: | 12/31/2027 |

### Funding Sources:

|                   |              |
|-------------------|--------------|
| Water Rates       | \$175,000.00 |
| Waste Water Rates | \$175,000.00 |
| Total             | \$350,000.00 |

# Water & Wastewater Master Servicing 27P.12

**CAP-27-0016**

**Year: 2027**  
**Priority Score: 34.70**

## Justification for Matrix Values

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This study update will review the key growth and development areas of the City and provide guidance for future continuing development in Primarily on the east side of the City but will review interconnections of Water and Sanitary Distribution and Collection systems City wide for areas of growth and improvement.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | There is no impact on health and safety directly as a result of the deliverable, however the Plan will guide future infrastructure project scope and sequencing to ensure that health and safety objectives are met for the planning horizon of the document.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement for completing this study. However, the study will contribute to the ongoing objectives of the City's Environmental Compliance Approvals for both the water distribution and treatment and the sanitary collection and treatment systems. It will also provide a framework for future water and wastewater rates and financial plans, contributing to the City's eligibility for the Drinking Water System License. There are many other regulatory frameworks that relate to this study, such as the various environmental protection Acts and Regulations. The study will be undertaken using the well-established Municipal Class Environmental Assessment process, which examines socioeconomic, environmental, technical and financial factors when determining the preferred alternative. |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | This will have little or no effect on current operations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Project is eligible to be funded from water and sewer fees and will be completed primarily by consultants                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Environment Score                    | Environment Score Does the project address needs impacted by climate change?                                                                                             | 3 | The project will moderately improve the natural environment and/or prevent further detriment. The basis for the analysis is to determine, in part, the most environmentally responsible solutions with the best return on investment.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | This project will have no direct impact on public users but will be undertaken with mandatory public engagement components. Socioeconomic factors are considered in the process determining the preferred alternative.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | This project has no aesthetic value.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | This project directly supports one strategic priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

|                    |                                                            |   |                                                     |
|--------------------|------------------------------------------------------------|---|-----------------------------------------------------|
| Public Input Score | Has the project been identified through public engagement? | 0 | This project has not been identified by the public. |
|--------------------|------------------------------------------------------------|---|-----------------------------------------------------|

Year: 2027

## Water Distribution New Valve Chambers for BGCSB 28N.6

**CAP-27-0066**

Priority Score: **53.70**

|                                |                                          |                                          |
|--------------------------------|------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - New Asset / Expansion | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City                 | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 50                                       | Staff Contact: Bryce McDonald            |
| Future Replacement Cost:       |                                          | Location/Coordinates:                    |

### Description:

These funds will be used to support planned watermain zone connection that will be completed during the BGCSB (New school) project on 28th Street connecting the East Hill Pressure Zone to the Industrial Zone in the general area of 28th Ave E and 16th Street E. These funds will also be used to address a handful of water services that will be completed during the project.

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$250,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$250,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$250,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or Purchase Date: 12/31/2027

### Funding Sources:

Water Rates \$250,000.00  
 Total \$250,000.00

Year: 2027

## Water Distribution New Valve Chambers for BGCSB 28N.6

**CAP-27-0066**

Priority Score: **53.70**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                    |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | Proper Operation of the Valve Chambers affects the entire pressure zone                                            |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Failure to feed between zones can lead to low pressure and backflow events and reduced fire flow                   |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Safe Drinking Water Act (specifically Adverse Condition provisions of the regulation)                              |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Interconnecting valve chambers improve fire flows, as well as system circulation which improves chlorine residuals |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | Possible Contributions from Development Charges                                                                    |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | No significant Environmental Impact                                                                                |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | No adverse impact on aesthetic value                                                                               |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A: Core Service                                                                                                  |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | None                                                                                                               |

Year: 2027

## Water Treatment Plant Facility Maintenance i/c Roof 27N.3

**CAP-27-0067**

Priority  
Score: **63.40**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Maintenance |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): |                                |
| Future Replacement Cost:       |                                |

Priority Level: High - Score 49-69  
 Department: Public Works and Engineering  
 Staff Contact: Shawn Dubosq  
 Location/Coordinates:

### Description:

Replacement of Roof Sections 4, 5, 6, 7, 8 and 9.

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   | \$475,200.00 |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$475,200.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$475,200.00</b> |
|-----------------------|---------------------|

### Schedule:

Construction Start Date: 01/01/2027  
 Substantial Completion or  
 Purchase Date: 12/31/2027

### Funding Sources:

Water Rates \$475,200.00  
 Total \$475,200.00

Year: 2027

**Water Treatment Plant Facility  
Maintenance i/c Roof 27N.3**

**CAP-27-0067**

Priority  
Score: **63.40**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                    |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This affects the water treatment for the entire City                                                                               |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 5 | Roof failure could affect water quality and staff safety                                                                           |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | Safe Drinking Water Act                                                                                                            |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | This is identified in the 10-year plan                                                                                             |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Ultimately roof failure could cause leakage and damage to important treatment components; equipment and mechanical and electrical. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Reserves                                                                                                                           |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Not a direct link                                                                                                                  |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                                |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Not significant aesthetic impact                                                                                                   |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A: Core Service                                                                                                                  |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | None                                                                                                                               |

Year: 2027

## Water Valve Replacements 2027 26N.3

**CAP-26-0101**

Priority  
Score: **64.80**

|                                |                                             |                                          |
|--------------------------------|---------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City                    | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 50                                          | Staff Contact: Mark Hill                 |
| Future Replacement Cost:       |                                             | Location/Coordinates:                    |

### Description:

26N.3 This project is for the installation of a 12" check valve at East hill booster station and 8" raw water drain valve

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$40,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$40,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$40,000.00</b> |
|-----------------------|--------------------|

### Schedule:

Construction Start Date: 01/01/2027  
Substantial Completion or  
Purchase Date: 12/31/2027

### Funding Sources:

Water Rates \$40,000.00  
Total \$40,000.00

Year: 2027

## Water Valve Replacements 2027 26N.3

**CAP-26-0101**

Priority  
Score: **64.80**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                       |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This affects the Water Treatment Process which can affect the entire City                             |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Safe Drinking Water Act                                                                               |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 4 | These are identified on the 10 year plan                                                              |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Failure of a significant valve in the water treatment plant could reduce water treatment production.  |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Reserves                                                                                              |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                   |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | No adverse impact on aesthetic value                                                                  |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A : Core Service                                                                                    |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | None                                                                                                  |

Year: 2027

## Watermains Cathodic Protection Rehab 27N.4

**CAP-27-0062**

Priority  
Score: **66.10**

|                                |                                             |                                          |
|--------------------------------|---------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City                    | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 30                                          | Staff Contact: Bryce McDonald            |
| Future Replacement Cost:       |                                             | Location/Coordinates:                    |

### Description:

Annual Replacement of Cathodic Protection on large diameter critical ductile iron trunk watermains. This slows/eliminates corrosion via an electrochemical process whereby the anode decays instead of the main. The City continues to follow the multi year program to protect watermains as laid out in 2013.

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$270,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$270,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2026 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$270,000.00</b> |
|-----------------------|---------------------|

### Schedule:

Construction Start Date: 01/01/2027  
Substantial Completion or  
Purchase Date: 12/31/2027

### Funding Sources:

|             |              |
|-------------|--------------|
| Water Rates | \$270,000.00 |
| Total       | \$270,000.00 |

Year: 2027

# Watermains Cathodic Protection Rehab 27N.4

CAP-27-0062

Priority  
Score: 66.10

## Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                       |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | Watermain failures can affect a significant area                                                      |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Safe Drinking Water Act                                                                               |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Failure to do this could result in vastly increased watermain breaks as older watermain rots in place |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | Water Rates                                                                                           |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3 | Watermain breaks can affect environment : chlorinated water in receiving water                        |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                   |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Not significant aesthetic impact                                                                      |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A: Core Service                                                                                     |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | Watermain Projects generally are not.                                                                 |

Year: 2027

## West Side Boat Launch Roof Replacement 27D.5

**CAP-27-0053**

Priority Score: **19.80**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 40                             |
| Future Replacement Cost:       | \$32,650.00                    |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | Low - Score 0-20   |
| Department:           | Corporate Services |
| Staff Contact:        | Jason Hoffman      |
| Location/Coordinates: |                    |

### Description:

Replacement of the existing roof with a steel roof to extend the lifespan and to better survive its current environment.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$10,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$10,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$10,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2027 |
| Substantial Completion or Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$10,000.00 |
| Total    | \$10,000.00 |

Year: 2027

## West Side Boat Launch Roof Replacement 27D.5

**CAP-27-0053**

Priority  
Score: **19.80**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | The project supports operations but is in an area that is widely used by the public.                                                             |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety.                                                                                            |
| Legislation Score                    | 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 Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the project.                                                              |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no opportunity for partnership or grant funding for this project.                                                                       |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                                                                  |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                                                                      |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                                               |

Year: 2027

## Wireless Access Point Replacement 27A.6

**CAP-27-0035**

Priority  
Score: **45.40**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 5                              |
| Future Replacement Cost:       | \$24,000.00                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Mark Giberson          |
| Location/Coordinates: |                        |

### Description:

Replacement of existing wireless access points are reaching end-of-life and are out of warranty, with an average age between 5 and 7 years, exceeding their 4- to 5-year life expectancy on the continued replacement schedule.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$20,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$20,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2026 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$20,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2027 |
| Substantial Completion or<br>Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$20,000.00 |
| Total    | \$20,000.00 |

Year: 2027

**Wireless Access Point Replacement  
27A.6**

**CAP-27-0035**

Priority  
Score: **45.40**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                      |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | 1,000 to 2,499 people will be directly impacted as a result of this project.         |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety.                                |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement                      |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Both staff time and cost savings will be achieved as result of the project.          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | The project is funded through reserves.                                              |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no direct impact on public users.                              |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | The project has been mentioned in unsolicited feedback.                              |

Year: 2027

## WWTP Storage Tank Biosolids Cleanout (2027) 27O.1

**CAP-27-0060**

Priority  
Score: **69.30**

|                                |                                             |                                          |
|--------------------------------|---------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City                    | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 50                                          | Staff Contact: Bryce McDonald            |
| Future Replacement Cost:       | \$2,000,000.00                              | Location/Coordinates:                    |

### Description:

Removal of sediment and debris, and requires a cleaning for proper operation (occurs every 3 years)

| Cash Flow Projection:                 | 2027         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies | \$150,000.00 |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$150,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$150,000.00**

### Schedule:

Construction Start Date: 01/01/2027  
Substantial Completion or  
Purchase Date: 12/31/2027

### Funding Sources:

Waste Water Rates \$150,000.00  
Total \$150,000.00

Year: 2027

**WWTP Storage Tank Biosolids  
Cleanout (2027) 27O.1**

**CAP-27-0060**

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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Ontario Water Resources Act                                                                                                        |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | This is a recurring requirement for asset maintenance                                                                              |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | This is a necessary regular activity in order to allow proper operation of the biosolids treatment train.                          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | Funded through wastewater rates                                                                                                    |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Increased flows do not necessarily translate to increased biosolids production.                                                    |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                                |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | Prevent a possible severe odour problem.                                                                                           |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A: Core Service                                                                                                                  |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | None                                                                                                                               |

Year: 2027

## Parks - Harrison Park Bandstand Ceiling, Facia, Soffit 25D.3

**CAP-26-0121**

Priority  
Score: **19.40**

|                                |                                             |
|--------------------------------|---------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation |
| Strategic Plan Alignment       | Green and Resilient City                    |
| Estimated Useful Life (years): | 25                                          |
| Future Replacement Cost:       |                                             |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | Low - Score 0-20   |
| Department:           | Community Services |
| Staff Contact:        | Derek Christie     |
| Location/Coordinates: |                    |

### Description:

25D.3 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.

| Cash Flow Projection:                 | 2027        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$20,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$20,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2026 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$20,000.00**

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/04/2027 |
| Substantial Completion or<br>Purchase Date: | 12/31/2027 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$20,000.00 |
| Total    | \$20,000.00 |

Year: 2027

**Parks - Harrison Park Bandstand  
Ceiling, Facia, Soffit 25D.3**

**CAP-26-0121**

Priority  
Score: **19.40**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | The average annual visitors to the facility is less than 1,000.                                                                                                                |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement.                                                                                                                        |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | 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. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | No opportunity for partnership or grant funding.                                                                                                                               |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment as a result of the project.                                                                                                                 |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | Project will have no direct impact on public users.                                                                                                                            |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Project supports core service delivery.                                                                                                                                        |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                                                                                                                         |

Year: 2027

# **Parks - Harrison Park Bandstand Window and Door Replacement 24D.16**

**CAP-26-0018**

**Priority  
Score: 21.90**

|                                       |                                             |
|---------------------------------------|---------------------------------------------|
| <b>Rationale</b>                      | Asset Management - Renewal / Rehabilitation |
| <b>Strategic Plan Alignment</b>       | Green and Resilient City                    |
| <b>Estimated Useful Life (years):</b> | 25                                          |
| <b>Future Replacement Cost:</b>       |                                             |

|                              |                        |
|------------------------------|------------------------|
| <b>Priority Level:</b>       | Moderate - Score 21-48 |
| <b>Department:</b>           | Community Services     |
| <b>Staff Contact:</b>        | Derek Christie         |
| <b>Location/Coordinates:</b> |                        |

## **Description:**

24D.16 The Harrison Park Band Stand is a popular spot for many user groups ranging from exercise classes to musical bands. The Heritage building stands proudly behind the Harrison Park Inn. Consultation with the heritage group will be necessary to perform the work.

|                                       |             |        |        |
|---------------------------------------|-------------|--------|--------|
| <b>Cash Flow Projection:</b>          | <b>2027</b> |        |        |
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$10,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$10,000.00 | \$0.00 | \$0.00 |

|                                            |
|--------------------------------------------|
| <b>Costs Incurred to 2026 Year<br/>End</b> |
|--------------------------------------------|

|                                    |  |  |  |
|------------------------------------|--|--|--|
| <b>Impact on Operating Budget:</b> |  |  |  |
|------------------------------------|--|--|--|

|                              |                    |
|------------------------------|--------------------|
| <b>Total Project Budget:</b> | <b>\$10,000.00</b> |
|------------------------------|--------------------|

## **Schedule:**

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/04/2027 |
| Substantial Completion or<br>Purchase Date: | 12/31/2027 |

## **Funding Sources:**

|          |             |
|----------|-------------|
| Tax Levy | \$10,000.00 |
| Total    | \$10,000.00 |

Year: 2027

**Parks - Harrison Park Bandstand  
Window and Door Replacement  
24D.16**

**CAP-26-0018**

Priority  
Score: **21.90**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                           |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | <1000 annually                                            |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 2 | Injuries operating the doors could result in minor injury |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 0 | No impact                                                 |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | Not currently covered in Asset Management                 |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Low operational impact on performance.                    |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | Currently no partnerships.                                |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact at this time.                         |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | Currently little impact to public users.                  |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | Will greatly improve the aesthetic value of the building. |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | project supports core service delivery.                   |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | No public engagement.                                     |

# 2028 Capital Detail Sheets

Year: 2028

## 4th St Pumping Station - Minor Pumping Station Rehab 28O.1

**CAP-28-0034**

Priority  
Score: **61.00**

|                                |                                             |                                          |
|--------------------------------|---------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City                    | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 59                                          | Staff Contact: Bryce McDonald            |
| Future Replacement Cost:       |                                             | Location/Coordinates:                    |

### Description:

4th St. Pumping Station is due for end-of-life mechanical upgrade and minor design improvements to increase operational efficiencies and for required access improvements for safe confined space entry.

| Cash Flow Projection:                 | 2028         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$300,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$300,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2027 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$300,000.00</b> |
|-----------------------|---------------------|

### Schedule:

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

### Funding Sources:

Waste Water Rates \$300,000.00  
Total \$300,000.00

Year: 2028

**4th St Pumping Station - Minor  
Pumping Station Rehab 28O.1**

**CAP-28-0034**

Priority  
Score: **61.00**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                    |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | This would typically affect people in the project area                                                                                                             |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Ontario Water Resources Act                                                                                                                                        |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | 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. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | No                                                                                                                                                                 |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | N/A                                                                                                                                                                |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | None                                                                                                                                                               |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A : Core Service                                                                                                                                                 |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | None                                                                                                                                                               |

Year: 2028

## Asphalt & Concrete Replacement (2028) 28P.6

**CAP-28-0011**

Priority  
Score: **81.30**

Rationale Asset Management - Maintenance

Strategic Plan Alignment A City That Moves

Estimated Useful Life (years): 40

Future Replacement Cost:

Priority Level: Very High - Score 70+

Department: Public Works and Engineering

Staff Contact: Mason Bellamy

Location/Coordinates:

### Description:

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

### Cash Flow Projection:

|                                       | 2028         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  | \$15,000.00  |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$605,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   | \$80,000.00  |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$700,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2027 Year  
End

Impact on Operating Budget:

Total Project Budget: **\$700,000.00**

### Schedule:

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

### Funding Sources:

Federal Gas Tax \$700,000.00  
Total \$700,000.00

Year: 2028

## Asphalt & Concrete Replacement (2028) 28P.6

**CAP-28-0011**

Priority  
Score: **81.30**

### 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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 4 | Injuries may result if roads are not resurfaced from drivers or cyclists avoiding potholes or other deficiencies in the road                             |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The City has minimum maintenance standards it is required to meet.                                                                                       |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | This 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Road resurfacing will reduce operation costs associated with the road maintenance (eg repairing pot holes).                                              |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | This is funded by Federal Gas Tax.                                                                                                                       |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | Some sidewalk replacement and improved cycling (active transportation enhancements).                                                                     |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | The project addresses a failing aesthetic value and provides for an improvement.                                                                         |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 4 | This project is identified in the strategic plan to improve road conditions                                                                              |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 4 | Road resurfacing has been requested multiple times through public engagement                                                                             |

Year: 2028

## B.A.S. Control Upgrades 28I.2

**CAP-28-0021**

Priority Score: **26.70**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 10                             |
| Future Replacement Cost:       | \$78,000.00                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Ryan Gowan             |
| Location/Coordinates: |                        |

### Description:

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 and more efficient operation of the refrigeration plant.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             | \$65,000.00 |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$65,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$65,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$65,000.00 |
| Total    | \$65,000.00 |

|                                      |                    |                              |
|--------------------------------------|--------------------|------------------------------|
| <b>B.A.S. Control Upgrades 28I.2</b> | <b>CAP-28-0021</b> | Year: <b>2028</b>            |
|                                      |                    | Priority Score: <b>26.70</b> |

**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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | Currently there is no known legislation mandating this project.                                                                                                                                   |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little to no impact on the operation.                                                                                                                                               |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | A grant or rebate may be available at the time of purchase.                                                                                                                                       |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 2 | Improved technology and operating parameters will allow for more efficient operation.                                                                                                             |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project will maintain an existing public space.                                                                                                                                              |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | This project has no aesthetic value.                                                                                                                                                              |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project support core service delivery.                                                                                                                                                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | This project has not been identified by the public.                                                                                                                                               |

Year: 2028

## Bayshore - Roof Section 2, 4, 5 Repair and Restore

**CAP-27-0068**

Priority  
Score: **45.50**

|                                |                                             |
|--------------------------------|---------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation |
| Strategic Plan Alignment       | City Building                               |
| Estimated Useful Life (years): | 25                                          |
| Future Replacement Cost:       | \$1,099,000.00                              |

Priority Level: Moderate - Score 21-48  
 Department: Community Services  
 Staff Contact: Ryan Gowan  
 Location/Coordinates:

### Description:

This would see the restoration of the metal roof sections over the Banquet Halls, Arena Bowl, and East Concourse at the Harry Lumley Bayshore Community Centre. These repairs/restorations would address ongoing roof leaks, and trouble areas identified in the three roof sections. The City will work with a consultant to identify the scope of work for these repairs to ensure the longevity of each roof section. The work would be completed by a licensed roofing contractor.

| Cash Flow Projection:                 | 2028         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$628,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$628,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$628,000.00**

### Schedule:

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

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$628,000.00 |
| Total    | \$628,000.00 |

Year: 2028

**Bayshore - Roof Section 2, 4, 5  
Repair and Restore**

**CAP-27-0068**

Priority  
Score: **45.50**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                 |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | 10,000 plus people visit the facility annually.                                                                                                                 |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | There is a low risk of injury, but a roof leak could result in a potential slip trip or fall.                                                                   |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislation requiring this project move ahead.                                                                                                |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | These roof sections have already begun to leak and need to be addressed.                                                                                        |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be minimal impact to the operation, less cleaning up after roof leaks, ceiling tile replacements etc.                                                |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | This project is funded, and will be ready to be completed on the timeline presented. Exact scheduling is yet to be determined.                                  |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There will be little to no impact on the environment as a result of this project.                                                                               |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project would maintain an existing public space.                                                                                                           |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | This project has no aesthetic value.                                                                                                                            |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | This project directly supports the City Building strategic priority. We receive feedback from the public, and would go to increasing the satisfaction of users. |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | Roof leaks have been mentioned in unsolicited feedback.                                                                                                         |

Year: 2028

## Billy Bishop Museum (BBM) HVAC Replacement 28M.3

**CAP-28-0001**

Priority Score: **29.10**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 15                             |
| Future Replacement Cost:       | \$46,750.00                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Shawn Dubosq           |
| Location/Coordinates: |                        |

### Description:

Replacement of the furnace located in the attic of the facility which is at the end of its useful life

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$30,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$30,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$30,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$30,000.00 |
| Total    | \$30,000.00 |

Year: 2028

# Billy Bishop Museum (BBM) HVAC Replacement 28M.3

CAP-28-0001

Priority Score: 29.10

## Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | The HVAC system is primarily used to maintain an adequate climate for the facility. The direct impact on the number of users is minimal                  |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirements for this project.                                                                       |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiencies will be achieved with a newer unit that is more energy efficient.                                                               |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for a rebate depending on consumption history and the type of unit being proposed for purchase.                              |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have minimal impact on users.                                                                                                           |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project will have no aesthetic value.                                                                                                                |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Public input has not been received for this project.                                                                                                     |

Year: 2028

## Cathodic Protection Rehab 28N.1

**CAP-28-0035**

Priority Score: **66.10**

|                                |                                             |                       |                              |
|--------------------------------|---------------------------------------------|-----------------------|------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level:       | High - Score 49-69           |
| Strategic Plan Alignment       | Green and Resilient City                    | Department:           | Public Works and Engineering |
| Estimated Useful Life (years): | 30                                          | Staff Contact:        | Bryce McDonald               |
| Future Replacement Cost:       |                                             | Location/Coordinates: |                              |

### Description:

Replacement of Cathodic Protection on large diameter critical ductile iron trunk watermain

| Cash Flow Projection:                 | 2028         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$300,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$300,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$300,000.00**

### Schedule:

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

### Funding Sources:

Water Rates \$300,000.00  
 Total \$300,000.00

|                                        |  |                              |
|----------------------------------------|--|------------------------------|
| <b>Cathodic Protection Rehab 28N.1</b> |  | <b>Year: 2028</b>            |
| <b>CAP-28-0035</b>                     |  | <b>Priority Score: 66.10</b> |

| 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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5           | Safe Drinking Water Act                                                                               |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3           | Failure to do this could result in vastly increased watermain breaks as older watermain rots in place |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2           | Water Rates                                                                                           |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3           | Watermain breaks can affect environment : chlorinated water in receiving water                        |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1           | No public spaces adversely impacted                                                                   |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1           | Not significant aesthetic impact                                                                      |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1           | N/A: Core Service                                                                                     |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1           | Watermain Projects generally are not.                                                                 |

Year: 2028

## City Hall - Carpet Replacement

28G.1

Priority Score: 33.60

|                                |                                |                       |                        |
|--------------------------------|--------------------------------|-----------------------|------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level:       | Moderate - Score 21-48 |
| Strategic Plan Alignment       |                                | Department:           | Corporate Services     |
| Estimated Useful Life (years): | 10                             | Staff Contact:        | Nicole Wildeboer       |
| Future Replacement Cost:       | \$67,200.00                    | Location/Coordinates: |                        |

### Description:

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.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$50,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$50,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: \$50,000.00

### Schedule:

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

### Funding Sources:

Reserves \$50,000.00  
 Total \$50,000.00

|                                       |  |                              |
|---------------------------------------|--|------------------------------|
| <b>City Hall - Carpet Replacement</b> |  | <b>Year: 2028</b>            |
| <b>28G.1</b>                          |  | <b>Priority Score: 33.60</b> |

**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 & Safety Score                | 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 Score                    | 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 Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There 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. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | The project is funded from the City Hall Capital Reserve.                                                                                                               |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                                                                                         |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | There will be a minor aesthetic improvement.                                                                                                                            |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                                                                      |

Year: 2028

## City Hall Access Control System Replacement 28G.3

**CAP-28-0002**

Priority Score: **26.60**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 10                             |
| Future Replacement Cost:       | \$100,800.00                   |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Nicole Wildeboer       |
| Location/Coordinates: |                        |

### Description:

Replacement of the access control system at City Hall which became obsolete in 2023 and 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.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$75,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$75,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$75,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$75,000.00 |
| Total    | \$75,000.00 |

Year: 2028

## City Hall Access Control System Replacement 28G.3

**CAP-28-0002**

Priority Score: **26.60**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                              |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | City Hall staff are the main users of the system. There is limited impact on the general public.                                                                                                             |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirements for an access control system.                                                                                                               |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the project as a system is already in place.                                                                                          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | The project is funded through the City Hall capital reserve.                                                                                                                                                 |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                                                                                                                              |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                                                                                                           |

Year: 2028

## City Hall Interior Painting 28G.2

**CAP-28-0004**

Priority Score: **21.40**

|                                |                                             |                       |                        |
|--------------------------------|---------------------------------------------|-----------------------|------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level:       | Moderate - Score 21-48 |
| Strategic Plan Alignment       |                                             | Department:           | Corporate Services     |
| Estimated Useful Life (years): | 10                                          | Staff Contact:        | Nicole Wildeboer       |
| Future Replacement Cost:       | \$26,900.00                                 | Location/Coordinates: |                        |

### Description:

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.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$18,000.00 |        |        |
| Materials                             | \$2,000.00  |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$20,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$20,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$20,000.00 |
| Total    | \$20,000.00 |

|                                          |                    |                              |
|------------------------------------------|--------------------|------------------------------|
| <b>City Hall Interior Painting 28G.2</b> | <b>CAP-28-0004</b> | <b>Year: 2028</b>            |
|                                          |                    | <b>Priority Score: 21.40</b> |

**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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety.                                                                                                                           |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement.                                                                                                                |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the project as staff have been able to keep up with minor damages to the walls.                          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | The project is funded through the City Hall reserve.                                                                                                                            |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no direct impact on public users.                                                                                                                         |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | There will be a minor aesthetic improvement.                                                                                                                                    |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                                                                              |

Year: 2028

## CN Station Decking Replacement & Slab Repairs 28M.1

**CAP-28-0006**

Priority Score: **34.30**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 15                             |
| Future Replacement Cost:       | \$31,200.00                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Nicole Wildeboer       |
| Location/Coordinates: |                        |

### Description:

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.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             | \$20,000.00 |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$20,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$20,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$20,000.00 |
| Total    | \$20,000.00 |

Year: 2028

## CN Station Decking Replacement & Slab Repairs 28M.1

**CAP-28-0006**

Priority  
Score: **34.30**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | It is estimate that 2,500 to 4,999 people access the building via the platform or walk across it.                                                          |
| Health & Safety Score                | 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 Score                    | 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 Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the project as staff have been able to refasten boards to the structure underneath. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for a grant or donation.                                                                                                       |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                                                                            |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | The project addresses a failing aesthetic value and provides for an improvement over the existing, weathered surface.                                      |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | The project has been mentioned in unsolicited feedback.                                                                                                    |

Year: 2028

## CN Station Exterior Hardscaping and Accessibility Enhancements 28M.2

**CAP-28-0007**

Priority Score: **38.30**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$104,700.00                   |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Nicole Wildeboer       |
| Location/Coordinates: |                        |

### Description:

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.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$50,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$50,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$50,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$50,000.00 |
| Total    | \$50,000.00 |

Year: 2028

## CN Station Exterior Hardscaping and Accessibility Enhancements 28M.2

**CAP-28-0007**

Priority  
Score: **38.30**

### Justification for Matrix Values

#### Score 0 - 5

#### Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                       |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | It is estimate that 2,500 to 4,999 people access the building via the platform or walk across it.                                                                                                                     |
| Health & Safety Score                | 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 Score                    | 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 Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There 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. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | This project may be eligible for a grant or a donation.                                                                                                                                                               |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                                                                                                                                       |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | The project addresses a failing aesthetic value and provides for an improvement over the existing, weathered surface.                                                                                                 |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | The project has been mentioned in unsolicited feedback.                                                                                                                                                               |

Year: 2028

## Digital Message Signs (JMRRRC & Bayshore) 28B.1

**CAP-28-0005**

Priority Score: **50.70**

|                                |                                                          |                                             |
|--------------------------------|----------------------------------------------------------|---------------------------------------------|
| Rationale                      | Asset Management - Replacement                           | Priority Level: High - Score 49-69          |
| Strategic Plan Alignment       | Fostering Mutually Beneficial & Respectful Relationships | Department: City Manager                    |
| Estimated Useful Life (years): | 20                                                       | Staff Contact: Michelle Palmer & Ryan Gowan |
| Future Replacement Cost:       |                                                          | Location/Coordinates:                       |

### Description:

There are currently outdoor message signs at the Harry Lumley Bayshore and the Julie McArthur Regional Recreation Complex (JMRRRC). The outdoor sign at the Bayshore currently uses manual changeable lettering. The outdoor sign at the JMRRRC is an electronic message board with outdated technology which experiences frequent failures. This has led to not being able to utilize the sign for extended periods of time. For both screens, the structure of the signs is still operational and can remain with just the screen area being replaced.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$75,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$75,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$75,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|           |             |
|-----------|-------------|
| Donations | \$75,000.00 |
| Total     | \$75,000.00 |

Year: 2028

## Digital Message Signs (JMRRC & Bayshore) 28B.1

CAP-28-0005

Priority Score: 50.70

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | based on the volume of traffic which passes the signs at the Bayshore/JMRRC                                                                                                                    |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | Currently staff have to manually change the lettering on the sign at the Bayshore in all types of weather. By eliminating this manual work, we may be able to reduce potential injuries.       |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 0 | N/A                                                                                                                                                                                            |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | The sign at the JMRRC has failed repeatedly.                                                                                                                                                   |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | By being able to update the signage at both locations through one central location, the messages can be updated in real-time without having to access the site                                 |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | Project will not proceed without 100% sponsorship                                                                                                                                              |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | No impact to the environment                                                                                                                                                                   |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | Maintains and enhance communication at facilities                                                                                                                                              |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | The current emd sign at the JMRRC is non-operational and can not show signage; the interchangeable letters at the Bayshore are aged                                                            |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 4 | Service Excellence - KR2<br>Enhance our information, technology and digital capabilities to allow residents, businesses and visitors to interact with the City where, when and how they choose |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | The community has anecdotally complained about the lack of a working digital sign outside the JMRRC                                                                                            |

Year: 2028

## Employee Development and Performance Tool 27B.4

**CAP-28-0016**

Priority Score: **34.50**

|                                |                                          |
|--------------------------------|------------------------------------------|
| Rationale                      | Asset Management - New Asset / Expansion |
| Strategic Plan Alignment       |                                          |
| Estimated Useful Life (years): | 5                                        |
| Future Replacement Cost:       |                                          |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Janet Ashfield         |
| Location/Coordinates: |                        |

### Description:

Implementation of an Employee Development and Performance Management tool that allows senior leaders, managers, supervisors and employees to collaborate and set smart goals and objectives, identify learning opportunities, and continuously monitor progress

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$25,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$25,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2027 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$25,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$25,000.00 |
| Total    | \$25,000.00 |

Year: 2028

**Employee Development and  
Performance Tool 27B.4**

**CAP-28-0016**

Priority  
Score: **34.50**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                    |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | Ensure employee performance and development initiatives occur.                                                                                                                     |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact on health and safety.                                                                                                                                                    |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement.                                                                                                                            |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Ensure staff are developed to continue to grow with the City, and transition into alternate roles within the City.                                                                 |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | No opportunity for partnership or grant funding.                                                                                                                                   |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment as a result of the project.                                                                                                                     |
| Socio-Economic Factors Score         | 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 Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Project has no aesthetic value.                                                                                                                                                    |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                                                                                                                             |

Year: 2028

## Fire Services Auto Extrication (Cutter, Spreader, Ram) 28U.1

**CAP-28-0014**

Priority  
Score: **48.50**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 15                             |
| Future Replacement Cost:       |                                |

|                                        |
|----------------------------------------|
| Priority Level: Moderate - Score 21-48 |
| Department: Fire                       |
| Staff Contact: Greg Nicol              |
| Location/Coordinates:                  |

### Description:

One Auto Extrication Device is in need of replacement. This is a combination tool + ram that is stored on Pump 5. 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.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$40,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$40,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2027 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$40,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2028 |
| Substantial Completion or<br>Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$40,000.00 |
| Total    | \$40,000.00 |

Year: 2028

**Fire Services Auto Extrication  
(Cutter, Spreader, Ram) 28U.1**

**CAP-28-0014**

Priority  
Score: **48.50**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                   |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Firefighters are the direct users. All motorists in the city could potentially need the use of equipment if involved in a MVC.                                                    |
| Health & Safety Score                | 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 Score                    | 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 Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 2 | Auto Extrication Equipment is a Capital Asset.                                                                                                                                    |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | A Replacement of the asset will result in slightly reduced maintenance hours- repairing the aged equipment.                                                                       |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | No grant opportunities available at this time.                                                                                                                                    |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project does not eliminate an existing public space.                                                                                                                          |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 4 | Advances "Safe City" as a priority                                                                                                                                                |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | No Public Engagement                                                                                                                                                              |

Year: 2028

## Fire Services Bunker Gear Replacement 28U.2

**CAP-28-0015**

Priority Score: **65.20**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 10                             |
| Future Replacement Cost:       |                                |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | High - Score 49-69 |
| Department:           | Fire               |
| Staff Contact:        | Greg Nicol         |
| Location/Coordinates: |                    |

### Description:

Annual program to replace bunker gear as required by NFPA 1971 or as required  
 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 been created and updated yearly.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$30,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$30,000.00 | \$0.00 | \$0.00 |

|                                        |
|----------------------------------------|
| <b>Costs Incurred to 2027 Year End</b> |
|----------------------------------------|

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                              |                    |
|------------------------------|--------------------|
| <b>Total Project Budget:</b> | <b>\$30,000.00</b> |
|------------------------------|--------------------|

|                           |            |
|---------------------------|------------|
| <b>Schedule:</b>          |            |
| Construction Start Date:  | 01/01/2028 |
| Substantial Completion or |            |
| Purchase Date:            | 12/31/2028 |

|                         |                    |
|-------------------------|--------------------|
| <b>Funding Sources:</b> |                    |
| Reserves                | \$30,000.00        |
| Total                   | <u>\$30,000.00</u> |

Year: 2028

## Fire Services Bunker Gear Replacement 28U.2

**CAP-28-0015**

Priority Score: **65.20**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | 26 Suppression Firefighters & 5 support personnel                                                                             |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 5 | The utmost highest priority is that we provide adequate and appropriate PPE to protect our Firefighters.                      |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting.                                                    |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | Failure of Asset can result in critical injury.                                                                               |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Replacement of the asset increases reliability of operations.                                                                 |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Funded through reserves                                                                                                       |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | N/A                                                                                                                           |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 5 | Scheduled replacement of the pooled asset includes funding for future PPE replacement of diversity recruitment opportunities. |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | Replacement of equipment with newer, more modern equipment will greatly improve aesthetic value.                              |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports Core service delivery.                                                                                               |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been mentioned by the public.                                                                                         |

Year: 2028

# Fire Station - Unit Heater Replacements (x3) - Apparatus Bay 27U.5

**CAP-27-0023**

Priority  
Score: **38.10**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$83,500.00                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Fire                   |
| Staff Contact:        | Shawn Dubosq           |
| Location/Coordinates: |                        |

## Description:

Replacement of existing unit heaters, which are beyond the end of their life cycle and prone to sudden failure, with a heater for each bay door (total of 8 heaters)

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$40,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$40,000.00 | \$0.00 | \$0.00 |

|                                 |
|---------------------------------|
| Costs Incurred to 2027 Year End |
|---------------------------------|

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$40,000.00</b> |
|-----------------------|--------------------|

|                                          |            |
|------------------------------------------|------------|
| Schedule:                                |            |
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

|                  |             |
|------------------|-------------|
| Funding Sources: |             |
| Tax Levy         | \$40,000.00 |
| Total            | \$40,000.00 |

Year: 2028

**Fire Station - Unit Heater  
Replacements (x3) - Apparatus Bay  
27U.5**

**CAP-27-0023**

Priority  
Score: **38.10**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                    |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | The current unit heaters impact only the apparatus bay.                                                                                                                                                                                                            |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement.                                                                                                                                                                                                            |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | The current units cannot be repaired and will be taken out of service when they fail.<br>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. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for an energy grant rebate depending on the final product selected.                                                                                                                                                                    |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment as a result of the project.                                                                                                                                                                                                     |
| Socio-Economic Factors Score         | 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 Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has no aesthetic value.                                                                                                                                                                                                                                |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                                                                                                                                                                                                             |

Year: 2028

## Fire Station Renovation and Expansion 27U.6

**CAP-27-0022**

Priority Score: **48.20**

|                                |                                             |                                        |
|--------------------------------|---------------------------------------------|----------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       |                                             | Department: Fire                       |
| Estimated Useful Life (years): | 25                                          | Staff Contact: Jason Hoffman           |
| Future Replacement Cost:       | \$30,000,000.00                             | Location/Coordinates:                  |

### Description:

27U.6 Fire Station Facility Strategy – Construction Phase

Following the approved outcome of Report CAP-26-0032, this phase funds the long-term structural solution for Fire Services. The baseline project scope delivers a major renovation of approximately 30% of the existing 11,662 sq ft facility (built 1973) to address critical end-of-life building components and meet modern Diversity, Equity, and Inclusion (DEI) standards. It also includes a 4,000 sq ft expansion to provide mandatory apparatus storage, decontamination space, and adequate training facilities.

However, to ensure maximum fiscal responsibility, the final construction delivery model is dependent on Council's review of the February 2027 Options & Site Assessment. If the high-level costing and feasibility study demonstrates that a new, purpose-built facility offers superior cost savings and operational efficiencies over the complex retrofit baseline, construction funding will be reallocated to execute that approved direction.

Construction is targeted to begin in late spring 2028, with both pathways prioritizing energy conservation and a reduced environmental footprint.

| Cash Flow Projection:                 | 2028           | 2029           |        |
|---------------------------------------|----------------|----------------|--------|
| Consulting including Design & Studies |                |                |        |
| In House Engineering                  |                |                |        |
| Communication / Signage               |                |                |        |
| Construction / Contractor             | \$1,202,520.00 | \$3,607,560.00 |        |
| Materials                             |                |                |        |
| Equipment Purchases                   |                |                |        |
| Contingency                           |                |                |        |
| Total                                 | \$1,202,520.00 | \$3,607,560.00 | \$0.00 |

Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$4,810,080.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

### Funding Sources:

|           |                |
|-----------|----------------|
| Debenture | \$4,810,080.00 |
| Total     | \$4,810,080.00 |

Year: 2028

## Fire Station Renovation and Expansion 27U.6

**CAP-27-0022**

Priority  
Score: **48.20**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                    |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | While the service is provided to all City residents and neighbouring municipalities through mutual aid, the project will directly impact the fire staff only.                                                                      |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Injuries requiring medical attention may result if the project does not proceed. This is mainly related to the failing building components and lack of decontamination.                                                            |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 2 | There is no immediate requirement, but legislation is thought to be pending. This is mainly related to enhanced requirements for decontamination measures that need to be added to the facility.                                   |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | There is a high probability of failure and high consequence of failure of the building's mechanical and electrical components. There is no redundancies in place for these items.                                                  |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiencies will be achieved as a result of this project, particularly around improved operations on the apparatus floor, adequate work space, and improved training space.                                           |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for grant funding once the final design has been completed.                                                                                                                                            |
| Environment Score                    | Environment Score 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 5 | The project establishes a new effort to celebrate diversity and inclusion by implementing improved dormitory and change rooms into the facility.                                                                                   |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | The project addresses a failing aesthetic value and provides for an improvements, especially for the window replacements on the south side of the building. The building envelope improvements will match neighbouring properties. |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Project supports core service delivery.                                                                                                                                                                                            |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 3 | The project has received documented multiple supports through unsolicited (informal) feedback.                                                                                                                                     |

Year: 2028

## Harrison Park Camp Laundry Facility Repairs 27D.11

**CAP-28-0024**

Priority  
Score: **26.50**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | City Building                  |
| Estimated Useful Life (years): | 20                             |
| Future Replacement Cost:       |                                |

Priority Level: Moderate - Score 21-48  
 Department: Community Services  
 Staff Contact: Eckhard Pastrik  
 Location/Coordinates:

### Description:

This project covers both ceiling repairs and window and door replacement.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$25,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$25,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$25,000.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$25,000.00 |
| Total    | \$25,000.00 |

Year: 2028

## Harrison Park Camp Laundry Facility Repairs 27D.11

**CAP-28-0024**

Priority  
Score: **26.50**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | <1000                                                                    |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 0 | No                                                                       |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | Maintenance item                                                         |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Staff efficiency in cleaning and maintenance will be a key result.       |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | Funded from reserves                                                     |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Low impact                                                               |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | Low degree                                                               |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports core service                                                    |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | None                                                                     |

Year: 2028

## Harrison Park Work Shop Furnace Replacement 28D.2

**CAP-28-0025**

Priority Score: **29.10**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 20                             |
| Future Replacement Cost:       | \$45,150.00                    |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Nicole Wildeboer  
 Location/Coordinates:

### Description:

Replacement of the two unit heaters which were installed in 2010 and will be at the end of their useful lifespan.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$25,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$25,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$25,000.00**

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$25,000.00 |
| Total    | \$25,000.00 |

Year: 2028

## Harrison Park Work Shop Furnace Replacement 28D.2

**CAP-28-0025**

Priority Score: **29.10**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | The HVAC system is primarily used to maintain an adequate climate for the facility. The direct impact on the number of users is minimal                  |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirements for this project.                                                                       |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiencies will be achieved with a newer unit that is more energy efficient.                                                               |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for a rebate depending on consumption history and the type of unit being proposed for purchase.                              |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have minimal impact on users.                                                                                                           |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project will have no aesthetic value.                                                                                                                |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Public input has not been received for this project.                                                                                                     |

Year: 2028

## Harrison Park Workshop Roof Replacement 28D.3

**CAP-28-0026**

Priority Score: **22.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$41,875.00                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Jason Hoffman          |
| Location/Coordinates: |                        |

### Description:

Roof replacement for the storage bay section of the building

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$20,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$20,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$20,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$20,000.00 |
| Total    | \$20,000.00 |

Year: 2028

## Harrison Park Workshop Roof Replacement 28D.3

CAP-28-0026

Priority Score: 22.00

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | The facility is utilized by Parks and Open Spaces staff only.                                                                                    |
| Health & Safety Score                | 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 Score                    | 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 Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no impact on current operations.                                                                                         |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no third party funding available for this project.                                                                                      |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There is little environmental impact in its current state                                                                                        |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The replacement of the roof will maintain the existing building                                                                                  |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | This project has not been identified by the public.                                                                                              |

Year: 2028

|                                          |                                |                    |                                               |
|------------------------------------------|--------------------------------|--------------------|-----------------------------------------------|
| <b>Ice Resurfacers Replacement 28I.1</b> |                                | <b>CAP-28-0022</b> | <b>Priority Score: 35.00</b>                  |
| <b>Rationale</b>                         | Asset Management - Replacement |                    | <b>Priority Level:</b> Moderate - Score 21-48 |
| <b>Strategic Plan Alignment</b>          |                                |                    | <b>Department:</b> Community Services         |
| <b>Estimated Useful Life (years):</b>    | 10                             |                    | <b>Staff Contact:</b> Ryan Gowan              |
| <b>Future Replacement Cost:</b>          | \$156,000.00                   |                    | <b>Location/Coordinates:</b>                  |

**Description:**  
Replacement of the current ice resurfacers at the Julie McArthur Recreation Centre, which was purchased in 2017 (expected replacement life of 10 years)

| Cash Flow Projection:                 | 2028         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   | \$130,000.00 |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$130,000.00 | \$0.00 | \$0.00 |

**Costs Incurred to 2027 Year End**

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$130,000.00**

**Schedule:**

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

**Funding Sources:**

|          |              |
|----------|--------------|
| Reserves | \$130,000.00 |
| Total    | \$130,000.00 |

|                                         |  |                              |
|-----------------------------------------|--|------------------------------|
| <b>Ice Resurfacer Replacement 28I.1</b> |  | <b>Year: 2028</b>            |
| <b>CAP-28-0022</b>                      |  | <b>Priority Score: 35.00</b> |

**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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is currently no legislation mandating this project move forward.                                                |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | This will have little to no effect on the current operations.                                                         |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | This is funded through the fleet reserves. An electric option may be eligible for rebates.                            |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This replacement would maintain an existing public space.                                                             |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project support core service delivery.                                                                           |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | This has not be mentioned by the public.                                                                              |

Year: 2028

## Instrumentation Replacement (2028) 28N.4

**CAP-28-0036**

Priority  
Score: **64.80**

|                                |                                             |
|--------------------------------|---------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation |
| Strategic Plan Alignment       | Green and Resilient City                    |
| Estimated Useful Life (years): | 15                                          |
| Future Replacement Cost:       |                                             |

Priority Level: High - Score 49-69  
 Department: Public Works and Engineering  
 Staff Contact: Bryce McDonald  
 Location/Coordinates:

### Description:

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). For the continued ongoing success with the computer architecture, these components will need to be replaced as needed.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$30,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$30,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$30,000.00**

### Schedule:

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

### Funding Sources:

|             |             |
|-------------|-------------|
| Water Rates | \$30,000.00 |
| Total       | \$30,000.00 |

Year: 2028

**Instrumentation Replacement (2028)**  
**28N.4**

**CAP-28-0036**

Priority  
Score: **64.80**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                 |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This affects the Water Treatment Process which can affect the entire City                                       |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Safe Drinking Water Act                                                                                         |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 4 | These are identified on the 10 year plan                                                                        |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Failure of a significant instrument could reduce water treatment production.                                    |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Reserves                                                                                                        |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                             |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | No adverse impact on aesthetic value                                                                            |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A : Core Service                                                                                              |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | None                                                                                                            |

Year: 2028

## Kiwanis Soccer Complex - Technical Assessment of Turf Condition and Restoration

**CAP-28-0027**

Priority Score: **59.10**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Maintenance |
| Strategic Plan Alignment       | Safe City                      |
| Estimated Useful Life (years): |                                |
| Future Replacement Cost:       |                                |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | High - Score 49-69 |
| Department:           | Community Services |
| Staff Contact:        | Eckhard Pastrik    |
| Location/Coordinates: |                    |

### Description:

The Owen Sound Soccer Complex sportsfield turf (and supporting soil structure) are a critical operating component that support the programmed use of the fields. The turf assessment will investigate current turf health through sampling and testing to determine soil texture, fertility, soil compaction (G-max and rotation friction testing, spatially defined), soil moisture retention content, turf health and density. A comprehensive report will be generated outlining investigative findings, recommended remediation strategy, budget implications and timing of work. As part of the turf assessment, a cost estimate will be generated to quantify and prioritize the scope of work to be performed. Turf improvements based on a prioritized list of upgrade requirements will be carried that can be accommodated within the project budget envelope. Any outstanding recommended turf improvements not performed within the current budget envelope will be costed and used to inform future capital needs.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$10,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$40,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$50,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$50,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|           |             |
|-----------|-------------|
| Tax Levy  | \$25,000.00 |
| Donations | \$25,000.00 |
| Total     | \$50,000.00 |

Year: 2028

# Kiwanis Soccer Complex - Technical Assessment of Turf Condition and Restoration

CAP-28-0027

Priority Score: 59.10

## Justification for Matrix Values

### Score 0 - 5

### Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | Owen Sound Minor Soccer Association is a long standing community partner that provides a soccer facility in OS to play organized soccer at recreational and competitive levels supporting programs for youth and adults. |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 2 | Turf health (soil composition) is a critical component that support safe use of programmed sportsfields.                                                                                                                 |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 2 | Turf health is a key component in maintaining field health and supports safe play.                                                                                                                                       |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Non-essential service with an asset component that requires specific operating parameters to support good plant/soil health to support organized field play.                                                             |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiency will be maintained with work to sustain playing field turf (soil).                                                                                                                                |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | The project meets all four resource categories.                                                                                                                                                                          |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 2 | Goal of work is to sustain turf (soil) in healthy state (living plant).                                                                                                                                                  |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | Maintain existing soccer facility that supports Owen Sound Minor Soccer Association programming.                                                                                                                         |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | A healthy turf (and supporting soil environment) produce healthy field conditions.                                                                                                                                       |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 5 | Supports Fostering Mutually Beneficial & Respectful Relationships, Safe City                                                                                                                                             |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | Project developed in collaboration with Owen Sound Minor Soccer Association.                                                                                                                                             |

Year: 2028

# Parks - Duncan McLellan Diamonds - Facility Design and Construction 25D.51

CAP-26-0044

Priority  
Score: 58.90

|                                |                                                |                                    |
|--------------------------------|------------------------------------------------|------------------------------------|
| Rationale                      | Master Plan - Recreation, Parks and Facilities | Priority Level: High - Score 49-69 |
| Strategic Plan Alignment       | City Building                                  | Department: Community Services     |
| Estimated Useful Life (years): | 25                                             | Staff Contact: Eckhard Pastrik     |
| Future Replacement Cost:       |                                                | Location/Coordinates:              |

## Description:

25D.51

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 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; and 2) becomes powdery when dry, generating a lot of dust that migrates to adjacent residential neighbourhoods.

This project is 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 and a detailed project scope would be brought forward to Committee.

The construction of the three diamonds will be phased over three years between 2029 and 2030 (1 diamond per year) to minimize the impact of the construction on the user groups that rely on the diamonds. The 2029 through 2030 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. 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.

| Cash Flow Projection:                 | 2028         | 2029         | 2030         |
|---------------------------------------|--------------|--------------|--------------|
| Consulting including Design & Studies | \$100,000.00 |              |              |
| In House Engineering                  |              |              |              |
| Communication / Signage               |              |              |              |
| Construction / Contractor             |              | \$320,000.00 | \$320,000.00 |
| Materials                             |              |              |              |
| Equipment Purchases                   |              |              |              |
| Contingency                           |              |              |              |
| Total                                 | \$100,000.00 | \$320,000.00 | \$320,000.00 |

Costs Incurred to 2027 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: \$740,000.00

## Schedule:

Construction Start Date: 01/01/2028

|                                             |  |                     |
|---------------------------------------------|--|---------------------|
| Substantial Completion or<br>Purchase Date: |  | 12/31/2030          |
| <b>Funding Sources:</b>                     |  |                     |
| Tax Levy                                    |  | \$570,000.00        |
| Reserves                                    |  | \$170,000.00        |
| Total                                       |  | <u>\$740,000.00</u> |

Year: 2028

**Parks - Duncan McLellan Diamonds -  
Facility Design and Construction  
25D.51**

**CAP-26-0044**

Priority  
Score: **58.90**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                    |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | It is estimated approximately 6,000 users enjoy the north Diamond at Duncan McLellan Park annually |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Multiple injuries may result                                                                       |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | no known legislative requirement                                                                   |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Non-essential service that requires maintenance to prevent failure and mitigate risk.              |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiency will be gained.                                                             |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | Meets all four resource categories.                                                                |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no environmental impact                                                                  |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | Maintains an existing public space                                                                 |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | City Building - revitalization of aging multi-field diamond that supports recreational use.        |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 2 | Has been mentioned informally through public engagements.                                          |

Year: 2028

## Parks - Pedestrian Bridge Upgrade - HP Rainbow Bridge (OSIM Structure #21) 26D.17

**CAP-26-0069**

**Priority  
Score: 38.50**

|                                       |                                             |                                               |
|---------------------------------------|---------------------------------------------|-----------------------------------------------|
| <b>Rationale</b>                      | Asset Management - Renewal / Rehabilitation | <b>Priority Level:</b> Moderate - Score 21-48 |
| <b>Strategic Plan Alignment</b>       | Safe City                                   | <b>Department:</b> Community Services         |
| <b>Estimated Useful Life (years):</b> | 20                                          | <b>Staff Contact:</b> Eckhard Pastrik         |
| <b>Future Replacement Cost:</b>       |                                             | <b>Location/Coordinates:</b>                  |

### Description:

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

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

#### Urgent

1. replace missing barrier railing pickets

#### 1-5 Years

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

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

| <b>Cash Flow Projection:</b>          | <b>2028</b>        |               |               |
|---------------------------------------|--------------------|---------------|---------------|
| Consulting including Design & Studies | \$10,000.00        |               |               |
| In House Engineering                  |                    |               |               |
| Communication / Signage               |                    |               |               |
| Construction / Contractor             | \$70,000.00        |               |               |
| Materials                             |                    |               |               |
| Equipment Purchases                   |                    |               |               |
| Contingency                           |                    |               |               |
| <b>Total</b>                          | <b>\$80,000.00</b> | <b>\$0.00</b> | <b>\$0.00</b> |

### Costs Incurred to 2027 Year End

|                                    |  |  |  |
|------------------------------------|--|--|--|
| <b>Impact on Operating Budget:</b> |  |  |  |
|------------------------------------|--|--|--|

**Total Project Budget: \$80,000.00**

### Schedule:

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

|                         |  |                    |
|-------------------------|--|--------------------|
| <b>Funding Sources:</b> |  |                    |
| Tax Levy                |  | \$80,000.00        |
| Total                   |  | <u>\$80,000.00</u> |

Year: 2028

**Parks - Pedestrian Bridge Upgrade -  
HP Rainbow Bridge (OSIM Structure  
#21) 26D.17**

**CAP-26-0069**

Priority  
Score: **38.50**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                     |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | >10,000 people will be directly impacted as a result of this project.                                               |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The project is required to continue to be compliant.                                                                |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | The activity is maintenance that can reasonably be deferred because the asset is currently functioning as intended. |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There will be a slight impact on operational efficiencies as a result of the project                                |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no opportunity for partnership or grant funding for this project.                                          |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project does not eliminate an existing public space.                                                            |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery                                                                          |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                  |

Year: 2028

## Pedestrian Bridge Upgrade - East Harbour Boat Launch Bridge (OSIM Structure #26) 28D.10

Priority  
Score: 40.50

Rationale Asset Management - Renewal / Rehabilitation  
Strategic Plan Alignment  
Estimated Useful Life (years):  
Future Replacement Cost:

Priority Level: Moderate - Score 21-48  
Department: Community Services  
Staff Contact: Eckhard Pastrik  
Location/Coordinates:

### Description:

Repair/rehabilitation work that needs to be undertaken at the East Harbour Boat Launch Pedestrian Bridge (Structure #26).

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$5,000.00  |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$49,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$54,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: \$54,000.00

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$54,000.00 |
| Total    | \$54,000.00 |

Year: 2028

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

Priority  
Score: **40.50**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | >10,000 people will be directly impacted as a result of this project.                      |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The project is required to continue to be compliant.                                       |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There will be a slight impact on operational efficiencies as a result of the project.      |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no opportunity for partnership or grant funding for this project.                 |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project does not eliminate an existing public space.                                   |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery                                                 |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                         |

Year: 2028

# Pedestrian Bridge Upgrade - Harrison Park Pedestrian Bridge (OSIM Structure #22) 28D.20

**CAP-28-0030**

Priority  
Score: **40.50**

Rationale: Asset Management - Renewal / Rehabilitation  
Strategic Plan Alignment:  
Estimated Useful Life (years):  
Future Replacement Cost:

Priority Level: Moderate - Score 21-48  
Department: Community Services  
Staff Contact: Eckhard Pastrik  
Location/Coordinates:

## Description:

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.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$10,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$34,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$44,000.00 | \$0.00 | \$0.00 |

## Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$44,000.00**

## Schedule:

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

## Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$44,000.00 |
| Total    | \$44,000.00 |

Year: 2028

**Pedestrian Bridge Upgrade - Harrison  
Park Pedestrian Bridge (OSIM  
Structure #22) 28D.20**

**CAP-28-0030**

Priority  
Score: **40.50**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | >10,000 people will be directly impacted as a result of this project.                      |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The project is required to continue to be compliant.                                       |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There will be a slight impact on operational efficiencies as a result of the project.      |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no opportunity for partnership or grant funding for this project.                 |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project does not eliminate an existing public space.                                   |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery                                                 |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                         |

Year: 2028

## Pedestrian Bridge Upgrade - Harrison Park South Mile Drive Bridge (OSIM Structure #24) 28D.9

**CAP-28-0031**

Priority  
Score: **40.50**

Rationale: Asset Management - Renewal / Rehabilitation  
Strategic Plan Alignment:  
Estimated Useful Life (years):  
Future Replacement Cost:

Priority Level: Moderate - Score 21-48  
Department: Community Services  
Staff Contact: Eckhard Pastrik  
Location/Coordinates:

### Description:

Repair/rehabilitation work that needs to be undertaken at the South Mile Drive Pedestrian Bridge (Structure #24) in Harrison Park.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$10,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$87,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$97,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$97,000.00**

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$97,000.00 |
| Total    | \$97,000.00 |

Year: 2028

**Pedestrian Bridge Upgrade - Harrison  
Park South Mile Drive Bridge (OSIM  
Structure #24) 28D.9**

**CAP-28-0031**

Priority  
Score: **40.50**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | >10,000 people will be directly impacted as a result of this project.                      |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The project is required to continue to be compliant.                                       |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There will be a slight impact on operational efficiencies as a result of the project.      |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no opportunity for partnership or grant funding for this project.                 |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project does not eliminate an existing public space.                                   |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery                                                 |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                         |

Year: 2028

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

**CAP-28-0029**

**Priority  
Score: 40.50**

Rationale: Asset Management - Renewal / Rehabilitation  
Strategic Plan Alignment:  
Estimated Useful Life (years):  
Future Replacement Cost:

Priority Level: Moderate - Score 21-48  
Department: Community Services  
Staff Contact: Eckhard Pastrik  
Location/Coordinates:

**Description:**

Repair/rehabilitation work that needs to be undertaken at the North Mile Drive Pedestrian Bridge (Structure #23) in Harrison Park.

| Cash Flow Projection:                 |  | 2028         |        |        |
|---------------------------------------|--|--------------|--------|--------|
| Consulting including Design & Studies |  | \$15,000.00  |        |        |
| In House Engineering                  |  |              |        |        |
| Communication / Signage               |  |              |        |        |
| Construction / Contractor             |  | \$98,000.00  |        |        |
| Materials                             |  |              |        |        |
| Equipment Purchases                   |  |              |        |        |
| Contingency                           |  |              |        |        |
| Total                                 |  | \$113,000.00 | \$0.00 | \$0.00 |

**Costs Incurred to 2027 Year  
End**

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$113,000.00</b> |
|-----------------------|---------------------|

**Schedule:**

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

**Funding Sources:**

Tax Levy \$113,000.00  
Total \$113,000.00

Year: 2028

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

**CAP-28-0029**

Priority  
Score: **40.50**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | >10,000 people will be directly impacted as a result of this project.                      |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The project is required to continue to be compliant.                                       |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There will be a slight impact on operational efficiencies as a result of the project.      |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no opportunity for partnership or grant funding for this project.                 |
| Environment Score                    | Environment Score 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project does not eliminate an existing public space.                                   |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery                                                 |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project supports core service delivery                                                 |

Year: 2028

# **Pedestrian Bridge Upgrade - Pottawatomie River Bridge (OSIM Structure #06) 28D.8**

**CAP-28-0032**

**Priority  
Score: 40.50**

**Rationale** Asset Management - Renewal / Rehabilitation  
**Strategic Plan Alignment**  
**Estimated Useful Life (years):**  
**Future Replacement Cost:**

**Priority Level:** Moderate - Score 21-48  
**Department:** Community Services  
**Staff Contact:** Eckhard Pastrik  
**Location/Coordinates:**

## **Description:**

Repair/rehabilitation work that needs to be undertaken at the Pottawatomie River Pedestrian Bridge (Structure #06) in Kelso Beach at Nawash Park.

| <b>Cash Flow Projection:</b>          | <b>2028</b> |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$2,000.00  |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$32,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$34,000.00 | \$0.00 | \$0.00 |

## **Costs Incurred to 2027 Year End**

|                                    |  |  |  |
|------------------------------------|--|--|--|
| <b>Impact on Operating Budget:</b> |  |  |  |
|------------------------------------|--|--|--|

**Total Project Budget: \$34,000.00**

## **Schedule:**

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

## **Funding Sources:**

Tax Levy \$34,000.00  
 Total \$34,000.00

Year: 2028

**Pedestrian Bridge Upgrade -  
Pottawatomoni River Bridge (OSIM  
Structure #06) 28D.8**

**CAP-28-0032**

Priority  
Score: **40.50**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | >10,000 people will be directly impacted as a result of this project.                      |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The project is required to continue to be compliant                                        |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There will be a slight impact on operational efficiencies as a result of the project.      |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no opportunity for partnership or grant funding for this project.                 |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project does not eliminate an existing public space.                                   |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery                                                 |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                         |

Year: 2028

## Playground Replacement - Alexandra Park

**CAP-28-0033**

Priority Score: **53.50**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Safe City                      |
| Estimated Useful Life (years): | 20                             |
| Future Replacement Cost:       |                                |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | High - Score 49-69 |
| Department:           | Community Services |
| Staff Contact:        | Eckhard Pastrik    |
| Location/Coordinates: |                    |

### Description:

Replacement of the playground at Alexandra Park is required. The existing play structure has exceeded its useful life. The new playground will be created to meet the current standards as set out within CSA Z614:20, Children's Playground Equipment and Surfacing. The new playground will also include design elements that support accessibility that comply with AODA requirements associated with public spaces.

| Cash Flow Projection:                 | 2028         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$246,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$246,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$246,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$246,000.00 |
| Total    | \$246,000.00 |

Year: 2028

## Playground Replacement - Alexandra Park

**CAP-28-0033**

Priority Score: **53.50**

### 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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Completion of the project will gain full legislative/regulatory compliance.                                                                                                   |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | There is a high probability of failure and high consequences.                                                                                                                 |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Both staff time and cost savings will be achieved as result of the project.                                                                                                   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Project meet 3 of the resource categories.                                                                                                                                    |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | The project will be free to access for all users.                                                                                                                             |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                                                                                                   |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public. The playground project layout will be brought forward to the Grey County Accessibility Advisory Committee for their input. |

Year: 2028

## Police Station Elevator Upgrades or Replacement 28J.1

**CAP-28-0023**

Priority Score: **23.40**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$471,100.00                   |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Shawn Dubosq           |
| Location/Coordinates: |                        |

### Description:

Removal and replacement of the existing elevator.

| Cash Flow Projection:                 | 2028         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$225,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$225,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$225,000.00</b> |
|-----------------------|---------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$225,000.00 |
| Total    | \$225,000.00 |

Year: 2028

## Police Station Elevator Upgrades or Replacement 28J.1

**CAP-28-0023**

Priority Score: **23.40**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | The use of the elevator is limited to internal staff or invited guests.                                                                    |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety.                                                                                      |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement.                                                                           |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There will be a slight impact on operational efficiencies as a result of the project through reduced maintenance costs and fewer outages.. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no opportunity for partnership or grant funding for this project.                                                                 |
| Environment Score                    | Environment ScoreDoes 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 Score         | 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 Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | This project has no aesthetic value.                                                                                                       |
| Strategic Plan Score                 | 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 Score                   | 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.                              |

Year: 2028

|                                       |                                |                    |                                               |
|---------------------------------------|--------------------------------|--------------------|-----------------------------------------------|
| <b>Projectors 28A.1</b>               |                                | <b>CAP-28-0018</b> | <b>Priority Score: 24.00</b>                  |
| <b>Rationale</b>                      | Asset Management - Replacement |                    | <b>Priority Level:</b> Moderate - Score 21-48 |
| <b>Strategic Plan Alignment</b>       |                                |                    | <b>Department:</b> Corporate Services         |
| <b>Estimated Useful Life (years):</b> | 5                              |                    | <b>Staff Contact:</b> Mark Giberson           |
| <b>Future Replacement Cost:</b>       | \$16,000.00                    |                    | <b>Location/Coordinates:</b>                  |

**Description:**  
 Replacement of current Laser Projector has been in use since 2017 and will be well beyond it normal replacement cycle of 5 years.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$16,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$16,000.00 | \$0.00 | \$0.00 |

**Costs Incurred to 2027 Year End**

**Impact on Operating Budget:**

**Total Project Budget: \$16,000.00**

**Schedule:**

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

**Funding Sources:**

|          |             |
|----------|-------------|
| Reserves | \$16,000.00 |
| Total    | \$16,000.00 |

|                         |                    |                   |                              |
|-------------------------|--------------------|-------------------|------------------------------|
| <b>Projectors 28A.1</b> | <b>CAP-28-0018</b> | <b>Year: 2028</b> | <b>Priority Score: 24.00</b> |
|-------------------------|--------------------|-------------------|------------------------------|

**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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety.                               |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance                                 |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the project. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | The project is funded through reserves.                                             |
| Environment Score                    | Environment ScoreDoes 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 Score         | 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 Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has no aesthetic value                                                  |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery (Facility Booking)                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                  |

Year: 2028

## Reconstruction of 3rd Ave E/GR 15 - 10th St E to 12th St E - Phase 1 28P.7

**CAP-28-0010**

Priority  
Score: **56.30**

|                                |                                                   |
|--------------------------------|---------------------------------------------------|
| Rationale                      | Asset Management - Replacement                    |
| Strategic Plan Alignment       | A City That Moves                                 |
| Estimated Useful Life (years): | 50 years (roads) - 100 years (mains and services) |
| Future Replacement Cost:       |                                                   |

|                       |                              |
|-----------------------|------------------------------|
| Priority Level:       | High - Score 49-69           |
| Department:           | Public Works and Engineering |
| Staff Contact:        | Mason Bellamy                |
| Location/Coordinates: |                              |

### Description:

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.

| Cash Flow Projection:                 | 2028         | 2029           | 2030        |
|---------------------------------------|--------------|----------------|-------------|
| Consulting including Design & Studies | \$280,000.00 | \$280,000.00   | \$15,000.00 |
| In House Engineering                  | \$20,000.00  | \$20,000.00    | \$5,000.00  |
| Communication / Signage               |              |                |             |
| Construction / Contractor             |              | \$2,500,000.00 |             |
| Materials                             |              |                |             |
| Equipment Purchases                   |              |                |             |
| Contingency                           |              | \$200,000.00   |             |
| Total                                 | \$300,000.00 | \$3,000,000.00 | \$20,000.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$3,320,000.00**

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2028 |
| Substantial Completion or<br>Purchase Date: | 12/31/2030 |

### Funding Sources:

|                   |                |
|-------------------|----------------|
| OCIF Formula      | \$668,000.00   |
| Water Rates       | \$1,326,000.00 |
| Waste Water Rates | \$1,326,000.00 |
| Total             | \$3,320,000.00 |

Year: 2028

**Reconstruction of 3rd Ave E/GR 15 -  
10th St E to 12th St E - Phase 1 28P.7**

**CAP-28-0010**

Priority  
Score: **56.30**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | It is estimated that 5,000 to 9,999 people will be directly impacted as a result of this project. This will impact pedestrian and vehicular traffic on a collector road servicing a school. |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement.                                                                                                                                     |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 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         |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | This project is partially funded by OCIF (less than 50%), plus a partnership cost component with Grey County.                                                                               |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3 | Little or no impact on environment as a result of the project.                                                                                                                              |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project will maintain existing public infrastructure.                                                                                                                                  |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports core service delivery.                                                                                                                                                |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 2 | Has been mentioned informally through public comments on the condition of the road.                                                                                                         |

Year: 2028

# Replacement 28th Avenue East Culverts (OS-17) - north of 20th St E 28P.8

**CAP-28-0009**

Priority  
Score: **32.10**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 50                             |
| Future Replacement Cost:       | \$1,345,794.00                 |

|                       |                              |
|-----------------------|------------------------------|
| Priority Level:       | Moderate - Score 21-48       |
| Department:           | Public Works and Engineering |
| Staff Contact:        | Mason Bellamy                |
| Location/Coordinates: |                              |

## Description:

Replacement of the 28th Ave East Culverts (OS-17) located approximately 320m north of 20th Street East. This culvert is a 0.9m double barrel culvert crossing that was constructed in 1965.

| Cash Flow Projection:                 | 2028        | 2029         | 2030        |
|---------------------------------------|-------------|--------------|-------------|
| Consulting including Design & Studies | \$70,000.00 | \$45,000.00  | \$10,000.00 |
| In House Engineering                  | \$10,000.00 | \$5,000.00   |             |
| Communication / Signage               |             |              |             |
| Construction / Contractor             |             | \$600,000.00 |             |
| Materials                             |             |              |             |
| Equipment Purchases                   |             |              |             |
| Contingency                           |             |              |             |
| Total                                 | \$80,000.00 | \$650,000.00 | \$10,000.00 |

## Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$740,000.00**

## Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2028 |
| Substantial Completion or<br>Purchase Date: | 12/31/2030 |

## Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$690,000.00 |
| Reserves | \$50,000.00  |
| Total    | \$740,000.00 |

Year: 2028

**Replacement 28th Avenue East  
Culverts (OS-17) - north of 20th St E  
28P.8**

**CAP-28-0009**

Priority  
Score: **32.10**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                         |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | It is expected that approximately 1,500 motorists would be affected by this construction                |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The replacement will meet minimum maintenance legislation requirements                                  |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the project.                     |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | This project may be eligible for rebates in the future.                                                 |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There will be little or no impact on environment as a                                                   |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no direct impact on public                                                        |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has no aesthetic value                                                                      |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                             |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                      |

Year: 2028

## Replacement of Meeting Room Conferencing Equipment 28A.2

**CAP-28-0017**

Priority  
Score: **44.60**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 5                              |
| Future Replacement Cost:       | \$15,000.00                    |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Mark Giberson  
 Location/Coordinates:

### Description:

Replacement of meeting room conferencing equipment which was acquired in 2021 and will be well beyond it normal replacement cycle of 5 years.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$15,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$15,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$15,000.00**

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$15,000.00 |
| Total    | \$15,000.00 |

Year: 2028

## Replacement of Meeting Room Conferencing Equipment 28A.2

**CAP-28-0017**

Priority  
Score: **44.60**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                     |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | 1,000 people will be directly impacted as a result of this project                                                                                                                                  |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety.                                                                                                                                               |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance                                                                                                                                                 |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 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. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | The project is funded through reserves.                                                                                                                                                             |
| Environment Score                    | Environment ScoreDoes 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 Score         | 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 Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has no aesthetic value                                                                                                                                                                  |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                                                                                                  |

Year: 2028

## Retaining Wall Repair/ Replacement - 10th St W - Upper North Side - RW-3B (Connecting Link) 28P.9

**CAP-28-0008**

Priority  
Score: **43.20**

Rationale Asset Management - Renewal / Rehabilitation  
Strategic Plan Alignment A City That Moves  
Estimated Useful Life (years): 50  
Future Replacement Cost: \$1,547,663.00

Priority Level: Moderate - Score 21-48  
Department: Public Works and Engineering  
Staff Contact: Mason Bellamy  
Location/Coordinates:

### Description:

Investigate the stability of the retaining wall and any sections of the retaining wall that may need to be replaced and repaired. Followed by construction to repair and replace.

| Cash Flow Projection:                 | 2028        | 2029         | 2030        |
|---------------------------------------|-------------|--------------|-------------|
| Consulting including Design & Studies | \$70,000.00 | \$45,000.00  | \$15,000.00 |
| In House Engineering                  | \$10,000.00 | \$5,000.00   |             |
| Communication / Signage               |             |              |             |
| Construction / Contractor             |             | \$550,000.00 |             |
| Materials                             |             |              |             |
| Equipment Purchases                   |             |              |             |
| Contingency                           |             |              |             |
| Total                                 | \$80,000.00 | \$600,000.00 | \$15,000.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$695,000.00**

### Schedule:

Construction Start Date: 01/01/2028  
Substantial Completion or  
Purchase Date: 12/31/2030

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$95,000.00  |
| Grant    | \$600,000.00 |
| Total    | \$695,000.00 |

Year: 2028

**Retaining Wall Repair/ Replacement -  
10th St W - Upper North Side - RW-3B  
(Connecting Link) 28P.9**

**CAP-28-0008**

Priority  
Score: **43.20**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                      |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | It is expected that over 10,000 motorists will be impacted as a result of this project                                               |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The replacement will meet minimum maintenance legislation requirements                                                               |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the project.                                                  |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | This project may be eligible for rebates / funding through Connecting Link Funding                                                   |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There will be little or no impact on environment                                                                                     |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no direct impact on public                                                                                     |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has no aesthetic value                                                                                                   |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                                                          |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                                   |

Year: 2028

## Software Transformation - Mobile Technology + AVL 28A.4

**CAP-28-0019**

Priority Score: **44.50**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 07/10/2026                     |
| Future Replacement Cost:       |                                |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Mark Giberson          |
| Location/Coordinates: |                        |

### Description:

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.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$52,800.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$52,800.00 | \$0.00 | \$0.00 |

Costs Incurred to 2027 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$52,800.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$52,800.00 |
| Total    | \$52,800.00 |

Year: 2028

## Software Transformation - Mobile Technology + AVL 28A.4

**CAP-28-0019**

Priority Score: **44.50**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Direct impact will be City staff from various departments; however, this project will also affect delivery of all it services to staff and Citizens (>10,000 people indirectly impacted) |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No Impact on Health an Safety                                                                                                                                                            |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | The project will move the organization closer to meeting legislation.                                                                                                                    |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Both Staff time and cost savings will be achieved as a result of the project                                                                                                             |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | No opportunity for partnership or grant funding                                                                                                                                          |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment                                                                                                                                                       |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project does not eliminate an existing public space                                                                                                                                  |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has no aesthetic value.                                                                                                                                                      |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public                                                                                                                                                    |

Year: 2028

## Transportation Master Plan Update 28P.4

**CAP-28-0013**

Priority  
Score: **45.50**

|                                |                                              |                                          |
|--------------------------------|----------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Study / Assessment / Plan | Priority Level: Moderate - Score 21-48   |
| Strategic Plan Alignment       | A City That Moves                            | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 15                                           | Staff Contact: Mason Bellamy             |
| Future Replacement Cost:       | \$404,000.00                                 | Location/Coordinates:                    |

### Description:

Significant refresh/major updating of the existing Transportation Master Plan (TMP) which will be 18 years old in 2028

| Cash Flow Projection:                 | 2028         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies | \$300,000.00 |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$300,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$300,000.00</b> |
|-----------------------|---------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|                 |              |
|-----------------|--------------|
| Federal Gas Tax | \$300,000.00 |
| Total           | \$300,000.00 |

# Transportation Master Plan Update 28P.4

**CAP-28-0013**

**Year: 2028**  
**Priority Score: 45.50**

## Justification for Matrix Values

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                 |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This projects affects the entire City, therefore over 10,000 people will be directly impacted as a result of this project.                                                                                      |
| Health & Safety Score                | 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 Score                    | 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 Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | This project could recommend enhancements to existing assets.                                                                                                                                                   |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of this project.                                                                                                                            |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | The project has confirmed grant funding greater than 66%.                                                                                                                                                       |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains existing public spaces.                                                                                                                                                                   |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                                                                                                                                     |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 2 | The project, or aspects of it, have been mentioned in unsolicited feedback.                                                                                                                                     |

Year: 2028

## Video Surveillance System Replacement 28A.3

**CAP-28-0020**

Priority Score: **41.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 5                              |
| Future Replacement Cost:       | \$77,000.00                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Mark Giberson          |
| Location/Coordinates: |                        |

### Description:

Replacement of the City's Video Surveillance System which is used in various City facilities.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$70,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$70,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$70,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2028 |
| Substantial Completion or Purchase Date: | 12/31/2028 |

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$70,000.00 |
| Total    | \$70,000.00 |

Year: 2028

## Video Surveillance System Replacement 28A.3

**CAP-28-0020**

Priority  
Score: **41.00**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | 1,000 people will be directly impacted as a result of this project                                                                                                                                                                             |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance                                                                                                                                                                                            |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There will be a slight impact on operational efficiencies as a result of the project                                                                                                                                                           |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | The project is funded through reserves.                                                                                                                                                                                                        |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public at the Bayshore Community Centre and JMRRRC.                                                                                                                                                          |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has no aesthetic value                                                                                                                                                                                                             |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                                                                                                                                                                    |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                                                                                                                                             |

Year: 2028

## WWTP Instrumentation/SCADA (2028) 270.2

**CAP-27-0061**

Priority  
Score: **66.00**

|                                |                                             |                                          |
|--------------------------------|---------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City                    | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 7                                           | Staff Contact: Bryce McDonald            |
| Future Replacement Cost:       |                                             | Location/Coordinates:                    |

### Description:

Replacement of electrical and SCADA equipment including PLC's, computers, software upgrades, and various instrumentation and networking equipment.

| Cash Flow Projection:                 | 2028         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$150,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$150,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2027 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$150,000.00</b> |
|-----------------------|---------------------|

### Schedule:

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

### Funding Sources:

Waste Water Rates \$150,000.00  
Total \$150,000.00

Year: 2028

# WWTP Instrumentation/SCADA (2028) 270.2

CAP-27-0061

Priority  
Score: 66.00

## Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This can affect the wastewater treatment train which affects the entire City                                                                                                               |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Ontario Water Resources Act                                                                                                                                                                |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 4 | These are identified on the 10 year plan                                                                                                                                                   |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 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) |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Funded through wastewater rates                                                                                                                                                            |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                                                                                        |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | No adverse affect                                                                                                                                                                          |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A: Core Service                                                                                                                                                                          |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | None                                                                                                                                                                                       |

Year: 2028

## IT - Fire Record Management System 26A.5

**CAP-26-0064**

Priority  
Score: **44.50**

|                                |                                |                                        |
|--------------------------------|--------------------------------|----------------------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       |                                | Department: Corporate Services         |
| Estimated Useful Life (years): | 10 to 15                       | Staff Contact: Mark Giberson           |
| Future Replacement Cost:       |                                | Location/Coordinates:                  |

### Description:

26A.5 In 2022, the City completed an Information Technology (IT) Needs Assessment to evaluate core systems in alignment with strategic and legislative requirements. The assessment aimed to determine which systems meet current and future needs, enhance service delivery, improve operational efficiency, and strengthen integration across City platforms. The final report established a long-term solution architecture that prioritizes system replacements to support these goals.

This project proposes the implementation of a consolidated Fire Record Management System for Owen Sound Fire and Emergency Services. The new system will streamline data management, improve integration with other City systems, and support more efficient service delivery.

The replacement system will:

Centralize Data Management – Consolidate all fire-related records in a single platform to reduce discrepancies, ensure data accuracy, and enhance reporting reliability.

Improve Operational Efficiency – Streamline workflows, reduce manual data entry, and enable personnel to focus on core emergency response and safety responsibilities.

Ensure Regulatory Compliance – Meet current reporting and record-keeping standards through enhanced and automated reporting capabilities.

Enhance System Integration – Seamlessly integrate with key systems such as CAD (Computer-Aided Dispatch), HRIS/Payroll, and mobile notification platforms.

Simplify Training and Support – Provide a unified, user-friendly system that simplifies onboarding, training, and ongoing support for all users.

| Cash Flow Projection:                 | 2028        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$45,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$45,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2027 Year  
End

|                             |                    |  |  |
|-----------------------------|--------------------|--|--|
| Impact on Operating Budget: | <b>\$26,000.00</b> |  |  |
|-----------------------------|--------------------|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$45,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/03/2028 |
| Substantial Completion or<br>Purchase Date: | 12/29/2028 |

### Funding Sources:

|          |                    |
|----------|--------------------|
| Reserves | \$45,000.00        |
| Total    | <u>\$45,000.00</u> |

# IT - Fire Record Management System 26A.5

**CAP-26-0064**

**Year: 2028**

**Priority Score: 44.50**

## Justification for Matrix Values

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Direct impact will be City staff from various departments; however, this project will also affect delivery of all it services to staff and Citizens (>10,000 people indirectly impacted) |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No Impact on Health an Safety                                                                                                                                                            |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | Completion will gain full legislative/regulatory compliance                                                                                                                              |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Both Staff time and cost savings will be achieved as a result of the project                                                                                                             |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | No opportunity for partnership or grant funding                                                                                                                                          |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment                                                                                                                                                       |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project does not eliminate an existing public space                                                                                                                                  |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has no aesthetic value.                                                                                                                                                      |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public                                                                                                                                                    |

# 2029 Capital Detail Sheets

Year: 2029

## Asphalt & Concrete Replacement (2029) 29P.3

**CAP-29-0008**

Priority  
Score: **81.30**

Rationale Asset Management - Maintenance

Strategic Plan Alignment

Estimated Useful Life (years): 40

Future Replacement Cost:

Priority Level: Very High - Score 70+

Department: Public Works and Engineering

Staff Contact: Mason Bellamy

Location/Coordinates:

### Description:

Annual program to rejuvenate hot mix asphalt surfaces including the replacement or rehabilitation of concrete structures associated with asphalt resurfacing including catch basins, maintenance structures, curb, gutter and sidewalks.

| Cash Flow Projection:                 | 2029         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  | \$15,000.00  |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$605,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   | \$80,000.00  |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$700,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2028 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$700,000.00**

### Schedule:

Construction Start Date: 01/01/2029  
Substantial Completion or  
Purchase Date: 12/31/2029

### Funding Sources:

Federal Gas Tax \$700,000.00  
Total \$700,000.00

Year: 2029

# Asphalt & Concrete Replacement (2029) 29P.3

CAP-29-0008

Priority  
Score: 81.30

## 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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 4 | Injuries may result if roads are not resurfaced from drivers or cyclists avoiding potholes or other deficiencies in the road                             |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The City has minimum maintenance standards it is required to meet.                                                                                       |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | This 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Road resurfacing will reduce operation costs associated with the road maintenance (eg repairing pot holes).                                              |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | This is funded by Federal Gas Tax.                                                                                                                       |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | Some sidewalk replacement and improved cycling (active transportation enhancements).                                                                     |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | The project addresses a failing aesthetic value and provides for an improvement.                                                                         |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 4 | This project is identified in the strategic plan to improve road conditions                                                                              |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 4 | Road resurfacing has been requested multiple times through public engagement                                                                             |

Year: 2029

## Billy Bishop Museum (BBM) - Accessibility Upgrades 27M.2

**CAP-29-0002**

Priority  
Score: **31.60**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 10 - 50 years                  |
| Future Replacement Cost:       | \$50,000.00                    |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Shawn Dubosq  
 Location/Coordinates:

### Description:

Improve on-site accessible parking and access throughout the main floor of the building.

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$50,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$50,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$50,000.00</b> |
|-----------------------|--------------------|

### Schedule:

Construction Start Date: 01/01/2029  
 Substantial Completion or  
 Purchase Date: 12/31/2029

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$50,000.00 |
| Total    | \$50,000.00 |

Year: 2029

**Billy Bishop Museum (BBM) -  
Accessibility Upgrades 27M.2**

**CAP-29-0002**

Priority  
Score: **31.60**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                              |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | The facility receives between 2,500 and 4,999 visitors annually.                                                                                             |
| Health & Safety Score                | 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 Score                    | 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 Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | Enhancement to an existing asset.                                                                                                                            |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | Little or no effect on current operations.                                                                                                                   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for accessibility grant funding but will not be confirmed until closer to the time.                                              |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment as a result of the project.                                                                                               |
| Socio-Economic Factors Score         | 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 Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 2 | The need for improved accessibility has been noted through informal feedback.                                                                                |

Year: 2029

## Billy Bishop Museum (BBM) - West Roof Structural Repairs 29M.1

**CAP-29-0004**

Priority  
Score: **21.40**

|                                |                                             |
|--------------------------------|---------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation |
| Strategic Plan Alignment       |                                             |
| Estimated Useful Life (years): | 50                                          |
| Future Replacement Cost:       |                                             |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Jason Hoffman  
 Location/Coordinates:

### Description:

To complete an intrusive assessment of the current structure to determine the proposed repair. Staff have allocated funds in the event that an immediate repair is required.

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$5,000.00  |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$25,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$30,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$30,000.00</b> |
|-----------------------|--------------------|

### Schedule:

Construction Start Date: 01/01/2029  
 Substantial Completion or  
 Purchase Date: 12/31/2029

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$30,000.00 |
| Total    | \$30,000.00 |

Year: 2029

**Billy Bishop Museum (BBM) - West  
Roof Structural Repairs 29M.1**

**CAP-29-0004**

Priority  
Score: **21.40**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                     |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | 2,500 to 4,999.                                                                                                                     |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | There are no current health and safety concerns in its current condition.                                                           |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There are no known legislative or regulatory compliance issues at this time.                                                        |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 2 | There is a low probability of failure, however, there is a moderate consequence as this is the accessible entrance to the facility. |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There is little to no impact on current operations/                                                                                 |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no opportunity for partnership or grant funding at this time.                                                              |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There is little to no impact on the environment at this time.                                                                       |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The structural integrity of this roof section will allow for the maintenance of this space.                                         |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | The sagging is negligible at this time.                                                                                             |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports core service delivery                                                                                         |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by members of the public.                                                                       |

Year: 2029

## Billy Bishop Museum (BBM) Side Porch Upgrades 27M.1

**CAP-29-0003**

Priority  
Score: **12.20**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       |                                |

Priority Level: Low - Score 0-20  
 Department: Corporate Services  
 Staff Contact: Shawn Dubosq  
 Location/Coordinates:

### Description:

Renovation 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

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$15,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$75,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$90,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$90,000.00**

### Schedule:

Construction Start Date: 01/01/2029  
 Substantial Completion or  
 Purchase Date: 12/31/2029

### Funding Sources:

|          |             |
|----------|-------------|
| Grant    | \$30,000.00 |
| Tax Levy | \$60,000.00 |
| Total    | \$90,000.00 |

Year: 2029

**Billy Bishop Museum (BBM) Side  
Porch Upgrades 27M.1**

**CAP-29-0003**

Priority  
Score: **12.20**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                    |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | It is anticipated that between 2,500 and 4,999 visit the facility annually and will be able to access the renovated space.                                         |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirements for this project.                                                                                 |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | This is an enhancement to an existing asset and will require ongoing investment.                                                                                   |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 0 | The project will require additional operational resources through additional maintenance and cleaning.                                                             |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 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 Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                                                                                    |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports the delivery of core services.                                                                                                               |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | The project has been mentioned in unsolicited feedback.                                                                                                            |

Year: 2029

## Centennial Tower - Pathway Upgrade (Parking Lot to Tower Platform)

**CAP-29-0049**

Priority  
Score: **43.30**

|                                |                                             |                                        |
|--------------------------------|---------------------------------------------|----------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       | Safe City                                   | Department: Community Services         |
| Estimated Useful Life (years): | 20                                          | Staff Contact: Eckhard Pastrok         |
| Future Replacement Cost:       |                                             | Location/Coordinates:                  |

### Description:

The existing 210 metre pathway that once connected the Centennial Tower parking lot to the observation deck of the tower is in poor condition or missing with no clear path of travel evident. A pathway will need to be established that supports pedestrian access to the deck that meets accessibility requirements. A portion of the pedestrian route (from the newly installed p-gate off of 9th Ave. E.) will be upgraded to support vehicular access to the tower platform to support operation and maintenance activities. The existing railing along portions of the pathway route are well beyond their useful life and will need to be replaced. The scope of work of this project is broken into two phases: Phase 1) - Design: Obtain services of a design consultant to inventory the existing context (topographic survey) and generate a layout plan for the trail alignment, accessibility requirements and associated design components (signage, railings). A construction cost estimate will be generated based on the defined required scope of work. Committee approval of the design work will be sought. A tender ready construction package will be created (contract drawings, specifications, tender documentation) based on the endorsed scope of work. Phase 2) - Construction: Tender the scope of work and oversee the construction of the new pathway and related components.

| Cash Flow Projection:                 | 2029         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies | \$35,000.00  |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$110,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$145,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$145,000.00**

### Schedule:

Construction Start Date: 01/01/2029  
Substantial Completion or Purchase Date: 12/31/2029

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$145,000.00 |
| Total    | \$145,000.00 |

Year: 2029

## Centennial Tower - Pathway Upgrade (Parking Lot to Tower Platform)

**CAP-29-0049**

Priority  
Score: **43.30**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                       |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | Centennial Tower primary pedestrian and O&M access route.                                                                                                                             |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 2 | Project support the establishment of an accessible pedestrian route to the tower platform, re-establishes railings along edge of steep banks and supports maintenance vehicle access. |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | Project will move pathway toward AODA compliance and mitigate risk to the city.                                                                                                       |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Establishes formal pathway route to popular landmark (Centennial Tower).                                                                                                              |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There will be a slight impact on operational efficiency with the establishment of a formal pathway.                                                                                   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets three resource categories.                                                                                                                                                      |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | Maintains existing public space.                                                                                                                                                      |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | Project addresses a failing aesthetic value and provides for an improvement.                                                                                                          |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Safe City                                                                                                                                                                             |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | Project has been mentioned in unsolicited feedback.                                                                                                                                   |

Year: 2029

|                                        |                             |                              |                              |
|----------------------------------------|-----------------------------|------------------------------|------------------------------|
| <b>Centennial Tower Rehabilitation</b> |                             | <b>CAP-29-0050</b>           | <b>Priority Score: 39.30</b> |
| <b>Rationale</b>                       | Committee / Council Request | <b>Priority Level:</b>       | Moderate - Score 21-48       |
| <b>Strategic Plan Alignment</b>        | City Building               | <b>Department:</b>           | Corporate Services           |
| <b>Estimated Useful Life (years):</b>  | 25                          | <b>Staff Contact:</b>        | Jason Hoffman                |
| <b>Future Replacement Cost:</b>        | \$3.5M -2054                | <b>Location/Coordinates:</b> |                              |

**Description:**

This project involves the rehabilitation of Centennial Tower to address structural deterioration—specifically severe corrosion and section loss in the steel panels—identified in the 2018 and 2024 engineering assessments. Based on a visual-only inspection by GEI Consultants, the estimated \$271,795 (\$265,000 in staff summary) is intended to cover structural steel and concrete repairs, corrosion removal, and protective recoating. These measures aim to stabilize the structure, prevent further degradation, and extend the asset's life by approximately 25 years.

|                                       |              |        |        |
|---------------------------------------|--------------|--------|--------|
| <b>Cash Flow Projection:</b>          | <b>2029</b>  |        |        |
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$271,795.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$271,795.00 | \$0.00 | \$0.00 |

|                                        |
|----------------------------------------|
| <b>Costs Incurred to 2028 Year End</b> |
|----------------------------------------|

|                                    |  |  |  |
|------------------------------------|--|--|--|
| <b>Impact on Operating Budget:</b> |  |  |  |
|------------------------------------|--|--|--|

|                              |                     |
|------------------------------|---------------------|
| <b>Total Project Budget:</b> | <b>\$271,795.00</b> |
|------------------------------|---------------------|

|                                          |            |
|------------------------------------------|------------|
| <b>Schedule:</b>                         |            |
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

|                         |              |
|-------------------------|--------------|
| <b>Funding Sources:</b> |              |
| Tax Levy                | \$271,795.00 |
| Total                   | \$271,795.00 |

|                                        |  |                              |
|----------------------------------------|--|------------------------------|
| <b>Centennial Tower Rehabilitation</b> |  | <b>Year: 2029</b>            |
| <b>CAP-29-0050</b>                     |  | <b>Priority Score: 39.30</b> |

| 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 directly impacted                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3           | If the project does not proceed, continued deterioration of structural steel and concrete elements presents an ongoing risk to public and staff safety. Progressive structural degradation could result in falling materials, localized structural failure, or trip and fall hazards, which may cause injuries requiring medical attention. Rehabilitation is required to eliminate these risks prior to any future public use of the structure.                             |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1           | There are no known statutory orders or regulatory requirements mandating the rehabilitation of the structure at this time.                                                                                                                                                                                                                                                                                                                                                   |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3           | The Centennial Tower is an existing City-owned asset that provides a non-essential service and is currently closed due to identified structural deterioration. The project directly aligns with asset management principles by addressing lifecycle renewal of an aging asset rather than introducing a new asset or enhancement.                                                                                                                                            |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2           | The Centennial Tower is currently closed, resulting in minor ongoing operational effort related to monitoring closures, barriers, and public safety. Rehabilitation of the structure would modestly improve operational efficiency by reducing the need for ad-hoc risk management and condition monitoring associated with deterioration. However, as the tower provides a non-essential service, the project is not expected to result in significant operational savings. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1           | The project meets two of the four project readiness resource categories. Internal staff resources and technical capacity are available, and the required systems, tools, and delivery methods for a rehabilitation project of this nature are already in place. However, scheduling feasibility will be determined following the completion of a comprehensive, facility-specific asset management program and capital prioritization by Council.                            |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1           | The project does not directly address climate change mitigation or adaptation; however, rehabilitating the existing Centennial Tower structure will extend the useful life of the asset and prevent the environmental impacts associated with demolition and full replacement. By maintaining and reusing existing materials, the project slightly reduces waste and embodied carbon, thereby preventing further environmental detriment.                                    |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2           | The project supports the maintenance of an existing publicly accessible municipal landmark that contributes to community identity and tourism.                                                                                                                                                                                                                                                                                                                               |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4           | The central tower and capital detailing display strong aesthetic value through their proportions, craftsmanship, and contribution to the building's overall architectural design. As prominent and stylistically consistent elements, they enhance visual interest, reinforce compositional hierarchy, and contribute to the building's landmark presence.                                                                                                                   |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3           | The project supports the Strategic Plan priority of Celebrating and Embracing Culture by preserving a significant municipal landmark that contributes to community identity, heritage, and tourism.                                                                                                                                                                                                                                                                          |

|                    |                                                            |   |                                                                                                                                                                                  |
|--------------------|------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Public Input Score | Has the project been identified through public engagement? | 2 | The rehabilitation of the Centennial Tower has been mentioned informally by members of the public due to the visibility of the closure and the tower's role as a local landmark. |
|--------------------|------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Year: 2029

## Confined Space Entry Equipment for Water Services 29N.6

**CAP-29-0058**

Priority Score: **70.40**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): |                                |
| Future Replacement Cost:       |                                |

Priority Level: Very High - Score 70+  
 Department: Public Works and Engineering  
 Staff Contact: Bryce McDonald  
 Location/Coordinates:

### Description:

The City Water and Wastewater departments have confined space entry equipment, including tripod, winch, harnesses, and associated equipment. This equipment is required in order to safely enter confined spaces in accordance with the regulations.

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$10,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$10,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$10,000.00</b> |
|-----------------------|--------------------|

### Schedule:

Construction Start Date: 01/01/2029  
 Substantial Completion or Purchase Date: 12/31/2029

### Funding Sources:

|             |             |
|-------------|-------------|
| Water Rates | \$10,000.00 |
| Total       | \$10,000.00 |

Year: 2029

## Confined Space Entry Equipment for Water Services 29N.6

**CAP-29-0058**

Priority Score: **70.40**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Water and Wastewater Staff                                                                                  |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 5 | Confined Space Entry, done improperly, with improper equipment, kills a number of people in Ontario yearly. |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Occupational Health and Safety Act                                                                          |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | Identified in Asset Management Plan                                                                         |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Confined Space Entries will not be possible.                                                                |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Reserves                                                                                                    |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Not Applicable                                                                                              |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | Not Applicable                                                                                              |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Not Applicable                                                                                              |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Core Service                                                                                                |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | None                                                                                                        |

Year: 2029

## Culvert Repair/Rehabilitation- 9th Avenue East - 3000 Block 29P.5

**CAP-29-0007**

Priority Score: **38.30**

|                                |                                             |                                          |
|--------------------------------|---------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: Moderate - Score 21-48   |
| Strategic Plan Alignment       | Green and Resilient City                    | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 50                                          | Staff Contact: Mason Bellamy             |
| Future Replacement Cost:       | \$675,000.00                                | Location/Coordinates:                    |

### Description:

Repair culvert pipe segments which are separated/misaligned as well as some concrete repairs, removal and clearing of vegetation from the inlets and outlets.

| Cash Flow Projection:                 | 2029        | 2030         | 2031       |
|---------------------------------------|-------------|--------------|------------|
| Consulting including Design & Studies | \$30,000.00 | \$20,000.00  |            |
| In House Engineering                  | \$5,000.00  | \$5,000.00   | \$5,000.00 |
| Communication / Signage               |             |              |            |
| Construction / Contractor             |             | \$225,000.00 |            |
| Materials                             |             |              |            |
| Equipment Purchases                   |             |              |            |
| Contingency                           |             |              |            |
| Total                                 | \$35,000.00 | \$250,000.00 | \$5,000.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$290,000.00**

### Schedule:

Construction Start Date: 01/01/2029  
 Substantial Completion or Purchase Date: 12/31/2029

### Funding Sources:

Tax Levy \$290,000.00  
 Total \$290,000.00

Year: 2029

**Culvert Repair/Rehabilitation- 9th Avenue East - 3000 Block 29P.5**

**CAP-29-0007**

Priority Score: **38.30**

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                   |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | It is estimated that 2,500 to 4,999 people will be directly affected as a result of this project. |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory requirement.                                             |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | This is an enhancement to an existing asset.                                                      |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiencies will be achieved as a result of this project.                            |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for future grant funding opportunities.                               |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3 | The project will moderately improve the natural environment and prevent further detriment.        |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                   |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                |

Year: 2029

## Design for TTAG/Tourism/OSNGUPL Shared Customer Service Area and Entrance 27M.4

**CAP-29-0001**

Priority  
Score: **31.40**

|                                |                                          |                                        |
|--------------------------------|------------------------------------------|----------------------------------------|
| Rationale                      | Asset Management - New Asset / Expansion | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       | Celebrating and Embracing Culture        | Department: Art Gallery                |
| Estimated Useful Life (years): | 100                                      | Staff Contact: Aidan Ware              |
| Future Replacement Cost:       |                                          | Location/Coordinates:                  |

### Description:

To commence the detailed design process and to finalize estimated construction costs once other reports are finalized (e.g. the business case approved for the opportunity to reorganize the Library, Tourism and TTAG entrance to create a shared reception/customer service area.

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

| Cash Flow Projection:                 | 2029         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies | \$500,000.00 |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$500,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$500,000.00**

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2029 |
| Substantial Completion or<br>Purchase Date: | 12/31/2029 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$500,000.00 |
| Total    | \$500,000.00 |

Year: 2029

**Design for TTAG/Tourism/OSNGUPL  
Shared Customer Service Area and  
Entrance 27M.4**

**CAP-29-0001**

**Priority  
Score: 31.40**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                         |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | Over 10,000 users visit the Art Gallery annually and over 150,000 for the Library. These users will be impacted by increased programming opportunities. |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no legislative/regulatory requirement determining the need of an expanded facility.                                                            |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 0 | The project may require additional operational resources or will result in a savings. This will be highlighted in the Service Review report.            |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | There are no confirmed third party funding sources for the project, however the feasibility study will provide further information on this.             |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Environmental impacts cannot be determined at this time.                                                                                                |
| Socio-Economic Factors Score         | 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 Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 4 | The concept of an expansion and a shared entrance has undergone significant public consultation in the past.                                            |

Year: 2029

## Fire - Water Rescue - Ice Commander Suits 29U.1

**CAP-29-0013**

Priority Score: **62.80**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 15                             |
| Future Replacement Cost:       |                                |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | High - Score 49-69 |
| Department:           | Fire               |
| Staff Contact:        | Greg Nicol         |
| Location/Coordinates: |                    |

### Description:

Ice Commander suit replacement -planning to replace 3 at a time at a cost of approximately \$1500 each.

| Cash Flow Projection:                 | 2029       |        |        |
|---------------------------------------|------------|--------|--------|
| Consulting including Design & Studies |            |        |        |
| In House Engineering                  |            |        |        |
| Communication / Signage               |            |        |        |
| Construction / Contractor             |            |        |        |
| Materials                             |            |        |        |
| Equipment Purchases                   | \$5,200.00 |        |        |
| Contingency                           |            |        |        |
| Total                                 | \$5,200.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                   |
|-----------------------|-------------------|
| Total Project Budget: | <b>\$5,200.00</b> |
|-----------------------|-------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

### Funding Sources:

|          |            |
|----------|------------|
| Tax Levy | \$5,200.00 |
| Total    | \$5,200.00 |

Year: 2029

**Fire - Water Rescue - Ice Commander Suits 29U.1**

**CAP-29-0013**

Priority Score: **62.80**

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                   |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | Direct users of suits are Firefighters. The rescue equipment serves all residents and visitors to Owen Sound.                                     |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Legislated to be replaced every ten years as Firefighter PPE.                                                                                     |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Regular scheduled replacement of In-service equipment.                                                                                            |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Suits require minimal maintenance and have minimal impact on staff time to repair or maintain.                                                    |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | No funding or grants available at this time.                                                                                                      |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | No value to diversity                                                                                                                             |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | No public engagement                                                                                                                              |

Year: 2029

## Fire - Water Rescue - Inflatable Life Raft 29U.3

**CAP-29-0014**

Priority Score: **73.10**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       |                                |

Priority Level: Very High - Score 70+  
 Department: Fire  
 Staff Contact: Greg Nicol  
 Location/Coordinates:

### Description:

Replacement of Inflatable Life Raft which will be at end of life.

| Cash Flow Projection:                 | 2029       |        |        |
|---------------------------------------|------------|--------|--------|
| Consulting including Design & Studies |            |        |        |
| In House Engineering                  |            |        |        |
| Communication / Signage               |            |        |        |
| Construction / Contractor             |            |        |        |
| Materials                             |            |        |        |
| Equipment Purchases                   | \$9,500.00 |        |        |
| Contingency                           |            |        |        |
| Total                                 | \$9,500.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$9,500.00**

### Schedule:

Construction Start Date: 01/01/2029  
 Substantial Completion or Purchase Date: 12/31/2029

### Funding Sources:

|          |            |
|----------|------------|
| Tax Levy | \$9,500.00 |
| Total    | \$9,500.00 |

Year: 2029

## Fire - Water Rescue - Inflatable Life Raft 29U.3

**CAP-29-0014**

Priority Score: **73.10**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                     |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Water Rescue services are provided to a large area of Georgian Bay and the inland waterways.                                                                        |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 5 | Life Raft is paramount to the Health and Safety of First Responders while on the water. Similar to life jackets the life raft is a requirement of vessel operation. |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Legislated as a requirement of Transport Canada Life Saving Equipment Regulations C.R.C., c. 1436                                                                   |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | It is identified in the plan on a 25 year replacement schedule.                                                                                                     |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Possible fines for non Compliance with Federal Regulations.                                                                                                         |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | No known external funding sources.                                                                                                                                  |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Minimal value to climate change.                                                                                                                                    |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | Life Saving Equipment                                                                                                                                               |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 0 | Minimal value.                                                                                                                                                      |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 5 | Safe City                                                                                                                                                           |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | No formal Public Engagement process.                                                                                                                                |

Year: 2029

## Fire Services Bunker Gear Replacement 29U.4

**CAP-29-0011**

Priority Score: **65.20**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 10                             |
| Future Replacement Cost:       |                                |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | High - Score 49-69 |
| Department:           | Fire               |
| Staff Contact:        | Greg Nicol         |
| Location/Coordinates: |                    |

### Description:

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

2029 - Assets requiring replacement include:

6 x bunker gear replacements

2 x helmet replacements

1 x balaclava replacement

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             | \$42,000.00 |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$42,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$42,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$42,000.00 |
| Total    | \$42,000.00 |

Year: 2029

## Fire Services Bunker Gear Replacement 29U.4

**CAP-29-0011**

Priority Score: **65.20**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | 26 Suppression Firefighters & 5 support personnel                                                                             |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 5 | The utmost highest priority is that we provide adequate and appropriate PPE to protect our Firefighters.                      |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting.                                                    |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | Failure of Asset can result in critical injury.                                                                               |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Replacement of the asset increases reliability of operations.                                                                 |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Funded through reserves                                                                                                       |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | N/A                                                                                                                           |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 5 | Scheduled replacement of the pooled asset includes funding for future PPE replacement of diversity recruitment opportunities. |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | Replacement of equipment with newer, more modern equipment will greatly improve aesthetic value.                              |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports Core service delivery.                                                                                               |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been mentioned by the public.                                                                                         |

Year: 2029

## Fire Services Thermal Imaging Cameras 29U.2

**CAP-29-0012**

Priority  
Score: **53.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 10                             |
| Future Replacement Cost:       |                                |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | High - Score 49-69 |
| Department:           | Fire               |
| Staff Contact:        | Greg Nicol         |
| Location/Coordinates: |                    |

### Description:

Replacement of Thermal Imaging Cameras (TIC)past end of life.

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$15,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$15,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$15,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2029 |
| Substantial Completion or<br>Purchase Date: | 12/31/2029 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$15,000.00 |
| Total    | \$15,000.00 |

## Fire Services Thermal Imaging Cameras 29U.2

**CAP-29-0012**

**Year: 2029**

**Priority  
Score: 53.00**

### Justification for Matrix Values

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                    |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | Firefighters are the end user of the Asset.                                        |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | Project is required to continue to be compliant - NFPA 1801 - 10 year replacement. |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | High consequence of failure.                                                       |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Slight impact on operational efficiency and effectiveness through new technology.  |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | Funded through Fire Equipment Reserve.                                             |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment as a result of the project.                     |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | Project will have no direct impact on public users.                                |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Project has no aesthetic value.                                                    |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports core service delivery.                                                    |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                             |

Year: 2029

## Greenwood Cemetery - GIS Plots 25D.10

**CAP-26-0039**

Priority  
Score: **36.50**

|                                |                                  |                                        |
|--------------------------------|----------------------------------|----------------------------------------|
| Rationale                      | Master Plan - Greenwood Cemetery | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       | City Building                    | Department: Community Services         |
| Estimated Useful Life (years): |                                  | Staff Contact: Eckhard Pastrok         |
| Future Replacement Cost:       |                                  | Location/Coordinates:                  |

### Description:

25D.10 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:

- 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;
- Upload the data to the City's existing GIS database in coordination with Corporate Services and the GIS Technologist for publication online;
- Market and promote the new service via the City's website;
- Consider the implementation of a kiosk with the GIS module available at the Greenwood Cemetery office;
- 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.

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$25,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$25,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$25,000.00**

### Schedule:

Construction Start Date: 01/01/2029  
Substantial Completion or  
Purchase Date: 12/31/2029

### Funding Sources:

Reserves \$25,000.00  
Total \$25,000.00

Year: 2029

**Greenwood Cemetery - GIS Plots**  
**25D.10**

**CAP-26-0039**

Priority  
Score: **36.50**

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Would impact thousands of people                                                                                               |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact on health and safety.                                                                                                |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | Completion will gain full legislative compliance with Funeral Burial and Cremation Services Act                                |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | Relates to an existing asset and the generation of a GIS database.                                                             |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiencies will be achieved by Parks & Cemetery staff having to spend less time manually looking up each request |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Meets two resource categories.                                                                                                 |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment as a result of the project.                                                                 |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | Project will be free for all users.                                                                                            |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Project has no aesthetic value.                                                                                                |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Project is identified as a strategic priority outside of the strategic plan - Greenwood Cemetery Master Plan                   |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 5 | Has received the highest number of formal requests through public engagement.                                                  |

Year: 2029

## Greenwood Cemetery - Natural Burials Area Landscape Construction 22D.75

**CAP-26-0127**

Priority Score: **22.40**

Rationale: Master Plan - Greenwood Cemetery  
Strategic Plan Alignment: City Building  
Estimated Useful Life (years):  
Future Replacement Cost:

Priority Level: Moderate - Score 21-48  
Department: Community Services  
Staff Contact: Eckhard Pastrik  
Location/Coordinates:

### Description:

22D.75 In the Greenwood Cemetery Master Plan, a natural burials area was one of the focuses of the public input received. The updated master plan included a recommendation to establish a natural burials option and an area was selected. A landscape design for this space was established. This capital project involves the construction of the natural burials area and prepare the site for a phased naturalization as the burial plots are occupied.

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$10,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$10,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$10,000.00**

### Schedule:

Construction Start Date: 01/01/2029  
Substantial Completion or Purchase Date: 12/31/2029

### Funding Sources:

Tax Levy \$10,000.00  
Total \$10,000.00

Year: 2029

**Greenwood Cemetery - Natural  
Burials Area Landscape Construction  
22D.75**

**CAP-26-0127**

Priority  
Score: **22.40**

**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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact on health and safety                               |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement       |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | New asset                                                    |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Slight impact on operational efficiency and effectiveness    |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Meets two resource needs.                                    |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3 | The project will moderately improve the natural environment. |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 3 | Increases service offering to a minority or aged population  |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | No impact to the aesthetic value of Greenwood Cemetery.      |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Greenwood Cemetery Master Plan                               |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 2 | Greenwood Cemetery Master Plan Public Engagement             |

Year: 2029

## Greenwood Cemetery Survey Underutilized Areas 27D.8

**CAP-29-0040**

Priority  
Score: **30.60**

Rationale: Asset Management - New Asset / Expansion  
Strategic Plan Alignment: City Building  
Estimated Useful Life (years):  
Future Replacement Cost:

Priority Level: Moderate - Score 21-48  
Department: Community Services  
Staff Contact: Eckhard Pastrik  
Location/Coordinates:

### Description:

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

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$15,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$15,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2028 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$15,000.00</b> |
|-----------------------|--------------------|

### Schedule:

Construction Start Date: 01/01/2029  
Substantial Completion or  
Purchase Date: 12/31/2029

### Funding Sources:

Reserves \$15,000.00  
Total \$15,000.00

Year: 2029

**Greenwood Cemetery Survey**  
**Underutilized Areas 27D.8**

**CAP-29-0040**

Priority  
Score: **30.60**

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                              |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Will make more areas available at the cemetery                               |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact to health and safety.                                              |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislation/regulatory compliance requirement.                      |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Slight impact on operational efficiency and effectiveness.                   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets three resource categories.                                             |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment as a result of the project.               |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 3 | Increases service offering to a minority or aged population.                 |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Asset has no aesthetic value.                                                |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports core service                                                        |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 4 | Has received formal requests through public engagement.                      |

Year: 2029

## Harrison Park - Roads, Parking Lots and Pathways Optimization and Prioritization Study

**CAP-29-0051**

**Priority Score:** **61.10**

|                                       |                             |                                           |
|---------------------------------------|-----------------------------|-------------------------------------------|
| <b>Rationale</b>                      | Master Plan - Harrison Park | <b>Priority Level:</b> High - Score 49-69 |
| <b>Strategic Plan Alignment</b>       | Safe City                   | <b>Department:</b> Community Services     |
| <b>Estimated Useful Life (years):</b> |                             | <b>Staff Contact:</b> Eckhard Pastrik     |
| <b>Future Replacement Cost:</b>       |                             | <b>Location/Coordinates:</b>              |

### Description:

Harrison Park is a highly utilized City park that offers an array of valued spaces, facilities and amenities throughout the park. The road and trail network is a critical component that facilitates safe and efficient vehicular and pedestrian movement through the park. The existing roadways and parking lots are integral components that support the overall function of the park. They provide access to the many public facilities and services offered throughout the park including business operations such as the Park Inn, Community Hall and HP Campground. The trail network in Harrison Park offers pedestrian access to the many unique settings in the park, along the shores of the Sydenham River and the broader urban and natural areas that surround the park. The trail inventory is diverse and offers a variety of experiences with many stream crossings that take advantage of the full extent of the environment offered in the park. The existing roadways, parking lots and trail network to some degree has evolved over the years as natural desire lines were formalized and historical uses were serviced. Today, much of the road network and parking lots are at the end of their lifecycle and in need of repair or upgrading. The trail network is in a similar situation with many of the trail segments nearing the end of their lifecycle, degraded through a lack of maintenance capacity and frequently impacted by flood events or poor drainage infrastructure. The focus of this project is to assess the roadway, parking lot and trail inventory in the park and evaluate the current state of the infrastructure to determine and quantify capital needs to perform the necessary upgrades and timeline. As part of the work, opportunities for improvements to routing, asset configuration (road and trail cross-section), establish roadway/parking areas dedicated to operations, establish clear division between pedestrian and vehicular realm, establish trail network that links to broader network, establish parking capacity need for the park (and meet accessibility requirements for all parking lots and facilities in the park), identify and establish corrective measures to address safety concerns, establish an appropriate number of stream crossings to support primary vehicular and pedestrian needs, establish lighting and other infrastructure needs to bring these assets in compliance with operational and program needs. The final product will outline recommendations for improvements and consolidation where possible of existing roads, parking lots and trails. All recommendations will be catalogued by asset and include a detail scope of work, suggested timeline for implementation and an estimated cost. The consultant will use this information to develop a phased implementation strategy for the work that could be integrated and considered within the City's capital budget.

| <b>Cash Flow Projection:</b>          | <b>2029</b>        |               |               |
|---------------------------------------|--------------------|---------------|---------------|
| Consulting including Design & Studies | \$50,000.00        |               |               |
| In House Engineering                  |                    |               |               |
| Communication / Signage               |                    |               |               |
| Construction / Contractor             |                    |               |               |
| Materials                             |                    |               |               |
| Equipment Purchases                   |                    |               |               |
| Contingency                           |                    |               |               |
| <b>Total</b>                          | <b>\$50,000.00</b> | <b>\$0.00</b> | <b>\$0.00</b> |

**Costs Incurred to 2028 Year End**

|                                    |  |  |  |
|------------------------------------|--|--|--|
| <b>Impact on Operating Budget:</b> |  |  |  |
|------------------------------------|--|--|--|

**Total Project Budget: \$50,000.00**

### Schedule:

Construction Start Date: 01/01/2029  
 Substantial Completion or Purchase Date: 12/31/2029

### Funding Sources:

|          |                    |
|----------|--------------------|
| Tax Levy | \$50,000.00        |
| Total    | <u>\$50,000.00</u> |

Year: 2029

## Harrison Park - Roads, Parking Lots and Pathways Optimization and Prioritization Study

**CAP-29-0051**

Priority Score: **61.10**

### Justification for Matrix Values

### Score 0 - 5

### Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                 |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | Harrison Park is a primary city park that draws users that take advantage of the many amenities and events supported by and in this large park. |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | The roadway, parking lot and trail network in the park is heavily utilized.                                                                     |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement                                                                                          |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | The asset is required to provide a non-essential service, but has either:<br>• failed; or<br>• requires maintenance to prevent failure          |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Both staff time and cost savings will be achieved as a result of this project.                                                                  |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets 3 of the resource categories.                                                                                                             |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact to the environment.                                                                                                         |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                                                                 |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | Project addresses a failing aesthetic value and provides for an improvement.                                                                    |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports a core service.                                                                                                                        |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 4 | Supported by public engagement solicited through the 2024 Harrison Park Master Plan.                                                            |

Year: 2029

## Harrison Park Seniors Centre Furnace Replacement 28D.1

**CAP-29-0052**

Priority  
Score: **29.10**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 15                             |
| Future Replacement Cost:       | \$21,700.00                    |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Shawn Dubosq  
 Location/Coordinates:

### Description:

Replacement of the forced air furnace to cover both levels of the building, which will be at the end of its useful life.

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$15,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$15,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$15,000.00**

### Schedule:

Construction Start Date: 01/01/2029  
 Substantial Completion or  
 Purchase Date: 12/31/2029

### Funding Sources:

Tax Levy \$15,000.00  
 Total \$15,000.00

Year: 2029

**Harrison Park Seniors Centre  
Furnace Replacement 28D.1**

**CAP-29-0052**

Priority  
Score: **29.10**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | The HVAC system is primarily used to maintain an adequate climate for the facility. The direct impact on the number of users is minimal                  |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirements for this project.                                                                       |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiencies will be achieved with a newer unit that is more energy efficient.                                                               |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for a rebate depending on consumption history and the type of unit being proposed for purchase.                              |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have minimal impact on users.                                                                                                           |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project will have no aesthetic value.                                                                                                                |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports the delivery of core services                                                                                                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Public input has not been received for this project.                                                                                                     |

Year: 2029

|                                      |                                |                    |                                        |
|--------------------------------------|--------------------------------|--------------------|----------------------------------------|
| <b>IT Firewall Replacement 29A.2</b> |                                | <b>CAP-29-0042</b> | <b>Priority Score: 43.40</b>           |
| Rationale                            | Asset Management - Replacement |                    | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment             |                                |                    | Department: Corporate Services         |
| Estimated Useful Life (years):       | 3                              |                    | Staff Contact: Mark Giberson           |
| Future Replacement Cost:             |                                |                    | Location/Coordinates:                  |

**Description:**  
Replacement of end-of-life IT Firewalls, to ensure manufacturer support, security patches, and performance capabilities to maintain a secure and resilient network environment.

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$35,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$35,000.00 | \$0.00 | \$0.00 |

**Costs Incurred to 2028 Year End**

**Impact on Operating Budget:**

**Total Project Budget: \$35,000.00**

**Schedule:**

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

**Funding Sources:**

|          |             |
|----------|-------------|
| Reserves | \$35,000.00 |
| Total    | \$35,000.00 |

|                                      |                    |                                                   |
|--------------------------------------|--------------------|---------------------------------------------------|
| <b>IT Firewall Replacement 29A.2</b> | <b>CAP-29-0042</b> | <b>Year: 2029</b><br><b>Priority Score: 43.40</b> |
|--------------------------------------|--------------------|---------------------------------------------------|

**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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety.                                |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement                      |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Both staff time and cost savings will be achieved as result of the project.          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | The project is funded through reserves                                               |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no direct impact on public users.                              |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | The project has not been identified by the public                                    |

Year: 2029

## JMRRC Floor Scrubber Replacement 29I.1

**CAP-29-0043**

Priority  
Score: **29.40**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 10                             |
| Future Replacement Cost:       | \$26,000.00                    |

Priority Level: Moderate - Score 21-48  
 Department: Community Services  
 Staff Contact: Ryan Gowan  
 Location/Coordinates:

### Description:

Replacement of the floor scrubber at the Julie McArthur Rec Centre, which was originally purchased in 2020.

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$20,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$20,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$20,000.00</b> |
|-----------------------|--------------------|

### Schedule:

Construction Start Date: 01/01/2029  
 Substantial Completion or  
 Purchase Date: 12/31/2029

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$20,000.00 |
| Total    | \$20,000.00 |

Year: 2029

# JMRRC Floor Scrubber Replacement 29I.1

CAP-29-0043

Priority  
Score: 29.40

## Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | This project could have an impact on 1000-2500 per day.                                                                                                    |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 2 | Slips and falls could result as this equipment is used to clean spills and soiled floors especially during the winter months.                              |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 0 | There is no legislation mandating this project.                                                                                                            |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | This project would have a slight impact on operation efficiency, as newer equipment will clean more efficiently and save time compared to older equipment. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | Currently there are no opportunities for other funding sources.                                                                                            |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 0 | This project will have little to no impact on the environment.                                                                                             |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project helps to maintain a current public space.                                                                                                     |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | This equipment is used to improve the aesthetic value of assets.                                                                                           |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project helps support core service delivery.                                                                                                          |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | There has been no public input for this project.                                                                                                           |

Year: 2029

# JMRRC Plate and Frame Heat Exchanger #3- Replacement of Gaskets 29I.2

CAP-29-0044

Priority Score: 38.00

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 15                             |
| Future Replacement Cost:       | \$43,500.00                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Ryan Gowan             |
| Location/Coordinates: |                        |

## Description:

Replacement of the gaskets for the Plate and Frame heat exchanger #3 at the Julie McArthur Rec Centre

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$30,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$30,000.00 | \$0.00 | \$0.00 |

|                                 |
|---------------------------------|
| Costs Incurred to 2028 Year End |
|---------------------------------|

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |             |
|-----------------------|-------------|
| Total Project Budget: | \$30,000.00 |
|-----------------------|-------------|

|                                          |            |
|------------------------------------------|------------|
| Schedule:                                |            |
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

|                  |             |
|------------------|-------------|
| Funding Sources: |             |
| Tax Levy         | \$30,000.00 |
| Total            | \$30,000.00 |

Year: 2029

**JMRRC Plate and Frame Heat Exchanger #3- Replacement of Gaskets 29I.2**

**CAP-29-0044**

Priority Score: **38.00**

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

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

Year: 2029

# JMRRC Plate and Frame Heat Exchanger Replacement of Gaskets 3 291.3

CAP-29-0045

Priority Score: 38.00

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 15                             |
| Future Replacement Cost:       | \$43,500.00                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Ryan Gowan             |
| Location/Coordinates: |                        |

## Description:

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

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

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

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$30,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$30,000.00 | \$0.00 | \$0.00 |

## Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |             |
|-----------------------|-------------|
| Total Project Budget: | \$30,000.00 |
|-----------------------|-------------|

## Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

## Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$30,000.00 |
| Total    | \$30,000.00 |

Year: 2029

**JMRRC Plate and Frame Heat  
Exchanger Replacement of Gaskets 3  
291.3**

**CAP-29-0045**

Priority  
Score: **38.00**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

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

Year: 2029

# Kiwanis Soccer Complex - Irrigation Network Technical Assessment and Upgrades

**CAP-29-0053**

**Priority Score:** **64.10**

|                                       |                                                          |                                           |
|---------------------------------------|----------------------------------------------------------|-------------------------------------------|
| <b>Rationale</b>                      | Asset Management - Maintenance                           | <b>Priority Level:</b> High - Score 49-69 |
| <b>Strategic Plan Alignment</b>       | Fostering Mutually Beneficial & Respectful Relationships | <b>Department:</b> Community Services     |
| <b>Estimated Useful Life (years):</b> |                                                          | <b>Staff Contact:</b> Eckhard Pastrik     |
| <b>Future Replacement Cost:</b>       |                                                          | <b>Location/Coordinates:</b>              |

## Description:

The Owen Sound Soccer Complex irrigation network is a critical operating component that manages the delivery of water to the sports fields, supporting turf health and performance. The existing irrigation network is near the end of its lifecycle and a technical assessment of the irrigation system will be undertaken to understand the condition of the system and establish corrective measures to correct any defects, replace aging component, integrate water efficiency measures with the aim of extending the life of the network. An implementation plan will be established based on assessment findings and work defined for implementation. As part of the assessment, a cost estimate for the renewal of the irrigation network will be established along with an understanding of the remaining lifecycle of the asset. This work will assist in establishing future capital needs for the facility.

| <b>Cash Flow Projection:</b>          | <b>2029</b>        |               |               |
|---------------------------------------|--------------------|---------------|---------------|
| Consulting including Design & Studies | \$10,000.00        |               |               |
| In House Engineering                  |                    |               |               |
| Communication / Signage               |                    |               |               |
| Construction / Contractor             | \$60,000.00        |               |               |
| Materials                             |                    |               |               |
| Equipment Purchases                   |                    |               |               |
| Contingency                           |                    |               |               |
| <b>Total</b>                          | <b>\$70,000.00</b> | <b>\$0.00</b> | <b>\$0.00</b> |

## Costs Incurred to 2028 Year End

|                                    |  |  |  |
|------------------------------------|--|--|--|
| <b>Impact on Operating Budget:</b> |  |  |  |
|------------------------------------|--|--|--|

**Total Project Budget: \$70,000.00**

## Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

## Funding Sources:

|              |                    |
|--------------|--------------------|
| Tax Levy     | \$35,000.00        |
| Donations    | \$35,000.00        |
| <b>Total</b> | <b>\$70,000.00</b> |

Year: 2029

# Kiwanis Soccer Complex - Irrigation Network Technical Assessment and Upgrades

CAP-29-0053

Priority Score: 64.10

## Justification for Matrix Values

### Score 0 - 5

### Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | Owen Sound Minor Soccer Association is a long standing community partner that provides a soccer facility in OS to play organized soccer at recreational and competitive levels supporting programs for youth and adults. |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 2 | Irrigation is a critical component that supports turf health and performance for field users.                                                                                                                            |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | Irrigation is a key component in maintaining field conditions that support play; however, there is no legislative requirements.                                                                                          |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Non-essential service with an asset component that requires maintenance to prevent failure.                                                                                                                              |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | There is operational efficiency, cost savings and water efficiency gains to be realized.                                                                                                                                 |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | The project meets all four resource categories.                                                                                                                                                                          |
| Environment Score                    | Does the project address needs impacted by climate change?                                                                                                               | 2 | Water efficiency gains.                                                                                                                                                                                                  |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | Maintain existing soccer facility that supports Owen Sound Minor Soccer Association programming.                                                                                                                         |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | A well functioning irrigation network supports a healthy green turf.                                                                                                                                                     |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 5 | Supports Fostering Mutually Beneficial & Respectful Relationships, Safe City                                                                                                                                             |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | Project developed in collaboration with Owen Sound Minor Soccer Association.                                                                                                                                             |

Year: 2029

## Pay Equity and Market Review 29B.1

**CAP-29-0041**

Priority Score: **42.60**

|                                |                                              |
|--------------------------------|----------------------------------------------|
| Rationale                      | Asset Management - Study / Assessment / Plan |
| Strategic Plan Alignment       |                                              |
| Estimated Useful Life (years): | 5                                            |
| Future Replacement Cost:       |                                              |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Janet Ashfield         |
| Location/Coordinates: |                        |

### Description:

Undertake a compensation analysis provides the data and insights for decisions as it relates to salaries and total benefits for employees. Part of this study will be to create a pay policy for the City, which will define the frequency that a market / pay equity study is completed

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$15,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$15,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$15,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$15,000.00 |
| Total    | \$15,000.00 |

|                                           |  |                              |
|-------------------------------------------|--|------------------------------|
| <b>Pay Equity and Market Review 29B.1</b> |  | <b>Year: 2029</b>            |
| <b>CAP-29-0041</b>                        |  | <b>Priority Score: 42.60</b> |

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | Ensure pay within market values, and pay equity requirements met.                                                        |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact on health and safety.                                                                                          |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | Pay Equity Act                                                                                                           |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | Not included in an asset management plan.                                                                                |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Potential for increased turnover, recruitment and onboarding. Loss of knowledge and skills from lack of staff retention. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | No opportunity for partnership or grant funding.                                                                         |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 0 | N/A                                                                                                                      |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | Ensuring diversity, equity and inclusion for pay rates of positions at the City.                                         |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 0 | N/A                                                                                                                      |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 5 | KR3 - Develop a Human Resources Strategy.                                                                                |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 4 | Employees impacted, and shared within Strategic Plan Refresh.                                                            |

Year: 2029

## Playground Replacement - Westmount Playground 30D.6

**CAP-29-0054**

Priority  
Score: **45.90**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | City Building                  |
| Estimated Useful Life (years): | 20                             |
| Future Replacement Cost:       |                                |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Eckhard Pastrik        |
| Location/Coordinates: |                        |

### Description:

Replacement of the playground at Westmount Park which has exceeded its useful life.

| Cash Flow Projection:                 | 2029         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$246,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$246,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$246,000.00</b> |
|-----------------------|---------------------|

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2029 |
| Substantial Completion or<br>Purchase Date: | 12/31/2029 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$246,000.00 |
| Total    | \$246,000.00 |

Year: 2029

**Playground Replacement -  
Westmount Playground 30D.6**

**CAP-29-0054**

Priority  
Score: **45.90**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | <1,000 people will be directly impacted as a result of this project.                                                                                                          |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Completion of the project will gain full legislative/regulatory compliance.                                                                                                   |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | The asset is required to provide a non-essential service, but has either:<br>• failed; or<br>• requires maintenance to prevent failure                                        |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Both staff time and cost savings will be achieved as result of the project.                                                                                                   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for rebate.                                                                                                                                       |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | The project will be free to access for all users.                                                                                                                             |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                                                                                                   |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public. The playground project layout will be brought forward to the Grey County Accessibility Advisory Committee for their input. |

Year: 2029

## Police Station Fire Alarm System Replacement 28J.2

**CAP-29-0047**

Priority Score: **19.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 20                             |
| Future Replacement Cost:       |                                |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | Low - Score 0-20   |
| Department:           | Corporate Services |
| Staff Contact:        | Shawn Dubosq       |
| Location/Coordinates: |                    |

### Description:

Replacement of the single-stage current fire alarm system, which is nearing the end of its recommended lifespan, including upgrading to a two-stage system in order to prevent false / nuisance alarms.

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$40,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$40,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$40,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$40,000.00 |
| Total    | \$40,000.00 |

Year: 2029

## Police Station Fire Alarm System Replacement 28J.2

**CAP-29-0047**

Priority Score: **19.00**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | The fire alarm system protects OS staff and other users.                                                 |
| Health & Safety Score                | 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 Score                    | 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 Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the project.                      |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no opportunity for partnership or grant funding for this project.                               |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                          |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service.                                                                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                       |

Year: 2029

## Police Station Window and Door Replacement 29J.1

**CAP-29-0048**

Priority Score: **40.30**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$695,250.00                   |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Jason Hoffman          |
| Location/Coordinates: |                        |

### Description:

Replacement of the exterior doors and windows which are in poor condition, compromising the security of the building and does not provide an efficient building envelope. Upgrading accessible components will be included.

| Cash Flow Projection:                 | 2029         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$375,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$375,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$375,000.00</b> |
|-----------------------|---------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$375,000.00 |
| Total    | \$375,000.00 |

Year: 2029

## Police Station Window and Door Replacement 29J.1

**CAP-29-0048**

Priority Score: **40.30**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | Police staff are the only users affected by the replacement of the windows.                                                                 |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | The deterioration of the windows is resulting in negative air balancing in the facility, resulting in drafts.                               |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement.                                                                                     |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | The replacement of the windows and doors has been identified in the 2024 building condition assessment.                                     |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | It is anticipated that there will be direct financial savings from reduced energy consumption.                                              |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for grant funding once the replacement unit has been designed.                                                  |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3 | It is anticipated that there will be moderate reductions in energy consumption.                                                             |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | Project will have no direct impact on public users.                                                                                         |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has minimal aesthetic value                                                                                                     |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                                                                                      |

Year: 2029

## Police Stations Cell Block Packaged HVAC Replacement 29J.2

**CAP-29-0046**

Priority Score: **38.30**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$75,150.00                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Jason Hoffman          |
| Location/Coordinates: |                        |

### Description:

Replacement of the packaged HVAC to provide climate control to the cell block

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$40,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$40,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$40,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$40,000.00 |
| Total    | \$40,000.00 |

Year: 2029

**Police Stations Cell Block Packaged  
HVAC Replacement 29J.2**

**CAP-29-0046**

Priority  
Score: **38.30**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                 |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | Police staff are the only users affected by the replacement of the unit.                                                                                                                                        |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement.                                                                                                                                                         |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | 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.                                     |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for grant funding.                                                                                                                                                                  |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3 | It is anticipated that there will be moderate reductions in energy consumption.                                                                                                                                 |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | Project will have no direct impact on public users.                                                                                                                                                             |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has no aesthetic value as it is located on the roof of the cell block.                                                                                                                              |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                                                                                                                                                          |

Year: 2029

# Reconstruction of 3rd Avenue East/GR 15 - 12th St E to 14t St E - Phase 2 - 29P.4

**CAP-29-0006**

Priority  
Score: **55.90**

|                                |                                                     |
|--------------------------------|-----------------------------------------------------|
| Rationale                      | Asset Management - Replacement                      |
| Strategic Plan Alignment       | A City That Moves                                   |
| Estimated Useful Life (years): | 50 years (roads), 80-100 years (mains and services) |
| Future Replacement Cost:       |                                                     |

|                       |                              |
|-----------------------|------------------------------|
| Priority Level:       | High - Score 49-69           |
| Department:           | Public Works and Engineering |
| Staff Contact:        | Mason Bellamy                |
| Location/Coordinates: |                              |

## Description:

This project will be coordinated in conjunction with the County of Grey Road reconstruction (which includes reconstruction of 3rd Avenue East roadway, replacing all the failing municipal underground infrastructure and fully reconstructing curbs/gutters and sidewalks. City related costs include: 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.

| Cash Flow Projection:                 | 2029         | 2030           | 2031        |
|---------------------------------------|--------------|----------------|-------------|
| Consulting including Design & Studies | \$280,000.00 | \$280,000.00   |             |
| In House Engineering                  | \$20,000.00  | \$20,000.00    | \$20,000.00 |
| Communication / Signage               |              |                |             |
| Construction / Contractor             |              | \$2,500,000.00 |             |
| Materials                             |              |                |             |
| Equipment Purchases                   |              |                |             |
| Contingency                           |              | \$200,000.00   |             |
| Total                                 | \$300,000.00 | \$3,000,000.00 | \$20,000.00 |

Costs Incurred to 2028 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$3,320,000.00**

## Schedule:

|                           |            |
|---------------------------|------------|
| Construction Start Date:  | 01/01/2029 |
| Substantial Completion or |            |
| Purchase Date:            | 12/31/2029 |

## Funding Sources:

|                   |                |
|-------------------|----------------|
| OCIF Formula      | \$660,000.00   |
| Water Rates       | \$1,330,000.00 |
| Waste Water Rates | \$1,330,000.00 |
| Total             | \$3,320,000.00 |

Year: 2029

**Reconstruction of 3rd Avenue  
East/GR 15 - 12th St E to 14th St E -  
Phase 2 - 29P.4**

**CAP-29-0006**

**Priority  
Score: 55.90**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                   |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | It is estimated that 5,000 to 9,999 people will be directly impacted as a result of this project. This includes the local residents and businesses as well as the travelling public.                                              |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement.                                                                                                                                                                  |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 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. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | The project has confirmed OCIF funding at less than 50% of the cost, plus includes a partnership cost component with Grey County.                                                                                                 |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3 | The project will slightly improve the natural environment and prevent further detriment.                                                                                                                                          |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                                                                                                                                                   |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                                                                                                                                                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 2 | The project has been mentioned informally through public comments.                                                                                                                                                                |

Year: 2029

## Traffic Signal Replacement - 14th St & 4th Ave West

**CAP-29-0010**

Priority Score: **63.30**

|                                |                                |                                          |
|--------------------------------|--------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | A City That Moves              | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 25                             | Staff Contact: Mason Bellamy             |
| Future Replacement Cost:       |                                | Location/Coordinates:                    |

### Description:

This project involves geometric improvements to the intersection to better facilitate Traffic flow and Turning movements. This upgrading may incorporate road widening/sight triangles at the intersection; some engineering consulting, legal survey work and property acquisition is expected in the prior year. Construction is planned to commence in 2030 (starting with road, curb and gutter/geometric and sidewalk changes (AODA compliance), underground work and pole base construction) and continue into 2030 (completion of traffic and pedestrian signals and pole installation). Precise phasing of construction is yet to be determined. The acquisition of property may take an extended time period.

| Cash Flow Projection:                 | 2029        | 2030         |        |
|---------------------------------------|-------------|--------------|--------|
| Consulting including Design & Studies | \$50,000.00 |              |        |
| In House Engineering                  |             |              |        |
| Communication / Signage               |             |              |        |
| Construction / Contractor             |             | \$300,000.00 |        |
| Materials                             |             |              |        |
| Equipment Purchases                   |             |              |        |
| Contingency                           |             |              |        |
| Total                                 | \$50,000.00 | \$300,000.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$350,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2030 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$350,000.00 |
| Total    | \$350,000.00 |

Year: 2029

## Traffic Signal Replacement - 14th St & 4th Ave West

CAP-29-0010

Priority Score: 63.30

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This would have a large beneficial impact on commuter and pedestrian access in the area; as a busy intersection linking a convenience store to a community ballfield, private school, daycares and large residential area, it is anticipated that the improvements would present a significant upgrade to the area's users. |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Multiple injuries may result due to inadequate intersection crossing                                                                                                                                                                                                                                                        |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | This project is required to provide a safe pedestrian crossing                                                                                                                                                                                                                                                              |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | This project would enhance current assets to meet AODA compliance                                                                                                                                                                                                                                                           |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Saving will be realized due to ease of winter maintenance and reducing spring cleanup requirements.                                                                                                                                                                                                                         |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Staff believe we are in a position to complete the project with consultants help and will fit in our current Schedule and Technology                                                                                                                                                                                        |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | This project would have minor improvements to climate change needs as it will redesign the pedestrian spaces at the intersection, improving winter maintenance ability                                                                                                                                                      |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project will maintain an existing public space                                                                                                                                                                                                                                                                         |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Has limited impact, but some improvement to aesthetics                                                                                                                                                                                                                                                                      |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | One strategic priority                                                                                                                                                                                                                                                                                                      |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public                                                                                                                                                                                                                                                                                       |

Year: 2029

## Trail Design and Signage Standards Development 28D.7

**CAP-29-0055**

Priority Score: **54.00**

Rationale: Asset Management - Study / Assessment / Plan  
 Strategic Plan Alignment: A City That Moves  
 Estimated Useful Life (years):  
 Future Replacement Cost:

Priority Level: High - Score 49-69  
 Department: Community Services  
 Staff Contact: Eckhard Pastrik  
 Location/Coordinates:

### Description:

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.

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$25,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$25,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |             |
|-----------------------|-------------|
| Total Project Budget: | \$25,000.00 |
|-----------------------|-------------|

### Schedule:

Construction Start Date: 01/01/2029  
 Substantial Completion or Purchase Date: 12/31/2029

### Funding Sources:

Tax Levy \$25,000.00  
 Total \$25,000.00

Year: 2029

**Trail Design and Signage Standards  
Development 28D.7**

**CAP-29-0055**

Priority  
Score: **54.00**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                   |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | >10,000 people will be directly impacted as a result of this project.                                                             |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | The project will move the organization closer to meeting legislation.                                                             |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | The asset is non-essential and requires upgrade/maintenance to support safe use of trail inventory and mitigate risk to the City. |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiency will be achieved as a result of this project.                                                              |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets three of the resource categories.                                                                                           |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project maintains an existing public space.                                                                                   |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery                                                                                        |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                                |

Year: 2029

## Transit Terminal Roof Section 2 Replacement

**CAP-29-0056**

Priority Score: **42.30**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | City Building                  |
| Estimated Useful Life (years): | 50                             |
| Future Replacement Cost:       | \$306,900.00                   |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Shawn Dubosq           |
| Location/Coordinates: |                        |

### Description:

Roof Section 2 is the steel sloped roof on the transit terminal building, which is surrounded by a flat roof system. The roof section was installed in 1987 and has a multiple leaks, particularly around the fasteners. The City's roof inspection consultant has recommended replacement with a product that has improved flexibility to mitigate against expansion activities. The project is funded by the City's Provincial Gas Tax Reserve.

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$70,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$70,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$70,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

### Funding Sources:

|                    |             |
|--------------------|-------------|
| Provincial Gas Tax | \$70,000.00 |
| Total              | \$70,000.00 |

Year: 2029

## Transit Terminal Roof Section 2 Replacement

**CAP-29-0056**

Priority  
Score: **42.30**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                   |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | The transit terminal is a well utilized facility by both transit and non-transit users.                                           |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement.                                                                           |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Slight impact on operational efficiency and effectiveness by reducing maintenance related repairs.                                |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | The project is funded by Provincial Gas Tax and does not require tax supported funding.                                           |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment as a result of the project.                                                                    |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing space.                                                                                          |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | The project will moderately improve the aesthetic of the building.                                                                |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Project supports core service delivery.                                                                                           |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                                                                            |

Year: 2029

## Wastewater Collection System Capital Reinvestment 290.2

**CAP-29-0057**

Priority  
Score: **61.60**

|                                |                                             |                                          |
|--------------------------------|---------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City                    | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 50                                          | Staff Contact: Bryce McDonald            |
| Future Replacement Cost:       |                                             | Location/Coordinates:                    |

### Description:

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

| Cash Flow Projection:                 | 2029         | 2030         | 2031         |
|---------------------------------------|--------------|--------------|--------------|
| Consulting including Design & Studies |              |              |              |
| In House Engineering                  |              |              |              |
| Communication / Signage               |              |              |              |
| Construction / Contractor             | \$350,000.00 | \$350,000.00 | \$700,000.00 |
| Materials                             |              |              |              |
| Equipment Purchases                   |              |              |              |
| Contingency                           |              |              |              |
| Total                                 | \$350,000.00 | \$350,000.00 | \$700,000.00 |

Costs Incurred to 2028 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                       |
|-----------------------|-----------------------|
| Total Project Budget: | <b>\$1,400,000.00</b> |
|-----------------------|-----------------------|

### Schedule:

Construction Start Date: 01/01/2029  
Substantial Completion or  
Purchase Date: 12/31/2029

### Funding Sources:

Waste Water Rates \$1,400,000.00  
Total \$1,400,000.00

Year: 2029

**Wastewater Collection System  
Capital Reinvestment 290.2**

**CAP-29-0057**

Priority  
Score: **61.60**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                           |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This would typically affect people in the project area which is usually one block at a time. But the program is City-wide |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | Ontario Water Resources Act                                                                                               |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Sewer backups consume considerable public sector and private sector resources.                                            |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | No                                                                                                                        |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | N/A                                                                                                                       |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | N/A                                                                                                                       |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A: Core Service                                                                                                         |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | N/A                                                                                                                       |

Year: 2029

## Water - Leak Detection Survey 29N.5

**CAP-29-0059**

**Priority Score: 70.80**

|                                       |                                             |                              |                              |
|---------------------------------------|---------------------------------------------|------------------------------|------------------------------|
| <b>Rationale</b>                      | Asset Management - Renewal / Rehabilitation | <b>Priority Level:</b>       | Very High - Score 70+        |
| <b>Strategic Plan Alignment</b>       | Green and Resilient City                    | <b>Department:</b>           | Public Works and Engineering |
| <b>Estimated Useful Life (years):</b> |                                             | <b>Staff Contact:</b>        | Bryce McDonald               |
| <b>Future Replacement Cost:</b>       |                                             | <b>Location/Coordinates:</b> |                              |

### Description:

Undertake a leak detection survey of the water distribution system (regular 3 year interval) which is optimal in terms of discovering new leaks in a timely manner.

| <b>Cash Flow Projection:</b>          | <b>2029</b>        |               |               |
|---------------------------------------|--------------------|---------------|---------------|
| Consulting including Design & Studies |                    |               |               |
| In House Engineering                  |                    |               |               |
| Communication / Signage               |                    |               |               |
| Construction / Contractor             | \$20,000.00        |               |               |
| Materials                             |                    |               |               |
| Equipment Purchases                   |                    |               |               |
| Contingency                           |                    |               |               |
| <b>Total</b>                          | <b>\$20,000.00</b> | <b>\$0.00</b> | <b>\$0.00</b> |

### Costs Incurred to 2028 Year End

|                                    |  |  |  |
|------------------------------------|--|--|--|
| <b>Impact on Operating Budget:</b> |  |  |  |
|------------------------------------|--|--|--|

**Total Project Budget: \$20,000.00**

### Schedule:

Construction Start Date: 01/01/2029  
 Substantial Completion or Purchase Date: 12/31/2029

### Funding Sources:

Water Rates \$20,000.00  
 Total \$20,000.00

|                                            |  |                              |
|--------------------------------------------|--|------------------------------|
| <b>Water - Leak Detection Survey 29N.5</b> |  | <b>Year: 2029</b>            |
| <b>CAP-29-0059</b>                         |  | <b>Priority Score: 70.80</b> |

**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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Safe Drinking Water Act                                                                                                             |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Failure of a major watermain could result in loss of service to a portion of the community                                          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Reserves                                                                                                                            |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Not relevant to this project                                                                                                        |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                                 |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | No adverse impact on aesthetic value                                                                                                |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A : Core Service                                                                                                                  |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | None                                                                                                                                |

Year: 2029

## Water - WTP Transformer Replacement

Priority Score: 72.80

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 50                             |
| Future Replacement Cost:       |                                |

Priority Level: Very High - Score 70+  
 Department: Public Works and Engineering  
 Staff Contact: Bryce McDonald  
 Location/Coordinates:

### Description:

The existing on-site transformer at the Water Treatment Plant is original equipment (late 1960's) and is due for replacement due to several ESA and safety concerns. Failure of the on-site transformer at this location would create a serious issue due to the long lead time to get a replacement. The plant would have to use the diesel generators for an extended period of time. In 2019, a voltage fluctuation event highlighted the vulnerability of the Water Treatment Plant to transformer failure. No damage occurred to the transformer in that instance, but at first that seemed like a real possibility. A consultant will work to specify a new transformer suitable for the Water Treatment Plant as well as placement location that is in line with ESA requirements. The critical time path for acquiring a new transformer is the ordering, fabrication, and delivery process, due to supply chain issues. Current delivery estimate is 12 months. The transformer was serviced in 2025 and minor ESA non-compliances were addressed. Annual servicing will continue to maintain reliability.

| Cash Flow Projection:                 | 2029           |        |        |
|---------------------------------------|----------------|--------|--------|
| Consulting including Design & Studies | \$250,000.00   |        |        |
| In House Engineering                  |                |        |        |
| Communication / Signage               |                |        |        |
| Construction / Contractor             | \$2,250,000.00 |        |        |
| Materials                             |                |        |        |
| Equipment Purchases                   |                |        |        |
| Contingency                           |                |        |        |
| Total                                 | \$2,500,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: \$2,500,000.00

### Schedule:

Construction Start Date: 01/01/2029  
 Substantial Completion or Purchase Date: 12/31/2029

### Funding Sources:

Water Rates \$2,500,000.00  
 Total \$2,500,000.00

Year: 2029

## Water - WTP Transformer Replacement

Priority Score: 72.80

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This is an attempt at being proactive and sourcing and installing a transformer before the current one fails permanently. Without electricity from the grid, the plant would have to run on a generator that would have to be brought in. The emergency backup generator is not intended for sustained use, as in that situation, there is no backup power supply. Loss of power means loss of water treatment to the entire city and external areas fed by the OS system.                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 4 | The inability to treat water would be an adverse condition. Even if pressure could be maintained in the system without the plant transformer that powers the main lift pumps in both the municipal and industrial systems, the inability to treat the water would prompt a massive and sustained boiled water advisory, with extensive effort and wasted water required to recommission the system once power is restored. This has impacts primarily on human health and those that may be difficult to communicate with in order to provide them with bottled water. If pressure is lost as well, fire protection would be lost. Fire suppression water would need to be brought in tanker trucks rather than pumpers (that use the hydrants). This may have a ripple effect on the surrounding rural fire services as they offset each other's deficits to help the City, if the City does not have adequate tanker inventory. |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Safe Drinking Water Act (specifically Adverse Condition provisions of the regulation)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | The asset is required to provide an essential service and has either:<br>• failed and requires replacement; or<br>• requires imminent maintenance to prevent failure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | The new transformer will be properly sized for the current plant with room to expand in the future. The existing transformer is original to the plant, and is completely obsolete. The project also includes modifications within the plant to accept the new transformer, to bring the installation to current electrical and safety codes. Modern technology and materials will be used, and the area around the transformer will be prepared fresh, with appropriate groundcover and fencing.                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Project meets 3 resource categories.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | No significant Environmental Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports core service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

|                    |                                                            |   |                                   |
|--------------------|------------------------------------------------------------|---|-----------------------------------|
| Public Input Score | Has the project been identified through public engagement? | 0 | Has not been identified by public |
|--------------------|------------------------------------------------------------|---|-----------------------------------|

Year: 2029

## Water Rate Study 29N.8

**CAP-29-0063**

Priority Score: **54.60**

|                                |                                              |                       |                              |
|--------------------------------|----------------------------------------------|-----------------------|------------------------------|
| Rationale                      | Asset Management - Study / Assessment / Plan | Priority Level:       | High - Score 49-69           |
| Strategic Plan Alignment       | Green and Resilient City                     | Department:           | Public Works and Engineering |
| Estimated Useful Life (years): |                                              | Staff Contact:        | Bryce McDonald               |
| Future Replacement Cost:       |                                              | Location/Coordinates: |                              |

### Description:

Undertake a Water Rate Study and associated Financial Plan, which are requirements for the City to update its Drinking Water Licence and Drinking Water Works Permit.

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$50,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor Materials   |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$50,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$50,000.00**

### Schedule:

Construction Start Date: 01/01/2029  
 Substantial Completion or Purchase Date: 12/31/2029

### Funding Sources:

Water Rates \$50,000.00  
 Total \$50,000.00

|                               |                    |                              |
|-------------------------------|--------------------|------------------------------|
| <b>Water Rate Study 29N.8</b> | <b>CAP-29-0063</b> | <b>Year: 2029</b>            |
|                               |                    | <b>Priority Score: 54.60</b> |

| Justification for Matrix Values      |                                                                                                                                                                          | Score 0 - 5 | Justification / Rationale for Rating                                                                |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5           | This affects the entire system                                                                      |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 2           | This is a regulatory requirement, ultimately a lack of a financial plan could jeopardize the system |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5           | Safe Drinking Water Act                                                                             |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5           | It is a recurring requirement in the 10-year plan                                                   |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2           | Not particularly applicable to operational performance unless a lack of funding arose.              |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1           | Reserves/Water Rates                                                                                |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1           | N/A                                                                                                 |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1           | No adverse impact on public spaces                                                                  |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1           | N/A                                                                                                 |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1           | Core Service                                                                                        |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1           | None                                                                                                |

Year: 2029

## Water System Model Update & Training 29N.1

**CAP-29-0064**

Priority Score: **59.60**

|                                |                                             |                                          |
|--------------------------------|---------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City                    | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 50                                          | Staff Contact: Bryce McDonald            |
| Future Replacement Cost:       |                                             | Location/Coordinates:                    |

### Description:

Recalibrate and/or confirm accuracy of the working computer model of the water distribution system

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$25,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$25,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$25,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

### Funding Sources:

|             |             |
|-------------|-------------|
| Water Rates | \$25,000.00 |
| Total       | \$25,000.00 |

Year: 2029

## Water System Model Update & Training 29N.1

**CAP-29-0064**

Priority Score: **59.60**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | Accurate modeling of the water system is important to ensure the impact of changes on fire flows in the City are understood.                                                                |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Safe Drinking Water Act                                                                                                                                                                     |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 4 | These are identified on the 10 year plan                                                                                                                                                    |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | 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. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Reserves                                                                                                                                                                                    |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                                                                                         |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | No adverse impact on aesthetic value                                                                                                                                                        |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A : Core Service                                                                                                                                                                          |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | None                                                                                                                                                                                        |

Year: 2029

## Water Treatment Plant Major Pump Replacement 29N.7

**CAP-29-0060**

Priority Score: **70.30**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 100                            |
| Future Replacement Cost:       |                                |

Priority Level: Very High - Score 70+  
 Department: Public Works and Engineering  
 Staff Contact: Bryce McDonald  
 Location/Coordinates:

### Description:

Replacement of Industrial High Lift Pump P3 at the Water Treatment Plant

| Cash Flow Projection:                 | 2029         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$100,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$100,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$100,000.00**

### Schedule:

Construction Start Date: 01/01/2029  
 Substantial Completion or Purchase Date: 12/31/2029

### Funding Sources:

Water Rates \$100,000.00  
 Total \$100,000.00

Year: 2029

## Water Treatment Plant Major Pump Replacement 29N.7

**CAP-29-0060**

Priority Score: **70.30**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | A failure of the high lift pump could affect the whole City under certain circumstances                                        |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 4 | There are risks of Adverse Conditions which could be created by pump failure.                                                  |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Safe Drinking Water Act (specifically Adverse Condition provisions of the regulation)                                          |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | It was in the plan. But recent issues have compelled sooner action.                                                            |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Improvements to the pump will improve reliability of operation, reduce the probability of failure, and reduce operating costs. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | Reserves                                                                                                                       |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | No significant Environmental Impact                                                                                            |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                            |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | No adverse impact on aesthetic value                                                                                           |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A: Core Service                                                                                                              |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                                                                         |

Year: 2029

# Water Treatment Plant SCADA Computer and Software Upgrade 29N.10

**CAP-29-0061**

Priority  
Score: **62.30**

|                                |                                             |                                          |
|--------------------------------|---------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City                    | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 50                                          | Staff Contact: Bryce McDonald            |
| Future Replacement Cost:       |                                             | Location/Coordinates:                    |

## Description:

Following the PLC upgrades at the City's remote locations (Beattie St, East Hill Booster Station, the reservoir and the Genoe Leachate monitoring system in 2024), this project is for the SCADA PLC upgrades at the Water Treatment Plant.

|                                          |                    |        |        |
|------------------------------------------|--------------------|--------|--------|
| <b>Cash Flow Projection:</b>             | <b>2029</b>        |        |        |
| Consulting including Design & Studies    |                    |        |        |
| In House Engineering                     |                    |        |        |
| Communication / Signage                  |                    |        |        |
| Construction / Contractor                | \$90,000.00        |        |        |
| Materials                                |                    |        |        |
| Equipment Purchases                      |                    |        |        |
| Contingency                              |                    |        |        |
| Total                                    | \$90,000.00        | \$0.00 | \$0.00 |
| <b>Costs Incurred to 2028 Year End</b>   |                    |        |        |
| <b>Impact on Operating Budget:</b>       |                    |        |        |
| <b>Total Project Budget:</b>             | <b>\$90,000.00</b> |        |        |
| <b>Schedule:</b>                         |                    |        |        |
| Construction Start Date:                 | 01/01/2029         |        |        |
| Substantial Completion or Purchase Date: | 12/31/2029         |        |        |
| <b>Funding Sources:</b>                  |                    |        |        |
| Water Rates                              | \$90,000.00        |        |        |
| Total                                    | \$90,000.00        |        |        |

Year: 2029

**Water Treatment Plant SCADA  
Computer and Software Upgrade  
29N.10**

**CAP-29-0061**

Priority  
Score: **62.30**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This affects the water source for the entire City                                                                             |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Network system failures can result in SCADA failures and an inability to treat and/or pump water                              |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | Safe Drinking Water Act                                                                                                       |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 4 | Yes. The SCADA is a high priority item in the 10-year plan                                                                    |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | This will ensure reliable operation of the SCADA system. It includes some programming changes to optimize treatment, as well. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | Water Rates                                                                                                                   |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Not a direct link                                                                                                             |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                           |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Not significant aesthetic impact                                                                                              |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A: Core Service                                                                                                             |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | None                                                                                                                          |

Year: 2029

## Water Treatment Plant Valve Replacements (2029) 29N.3

**CAP-29-0062**

Priority Score: **64.80**

|                                |                                             |                                          |
|--------------------------------|---------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City                    | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 50                                          | Staff Contact: Bryce McDonald            |
| Future Replacement Cost:       |                                             | Location/Coordinates:                    |

### Description:

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.

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$40,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$40,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$40,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2029 |
| Substantial Completion or Purchase Date: | 12/31/2029 |

### Funding Sources:

|             |             |
|-------------|-------------|
| Water Rates | \$40,000.00 |
| Total       | \$40,000.00 |

Year: 2029

## Water Treatment Plant Valve Replacements (2029) 29N.3

CAP-29-0062

Priority Score: 64.80

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                       |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This affects the Water Treatment Process which can affect the entire City                             |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Safe Drinking Water Act                                                                               |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 4 | These are identified on the 10 year plan                                                              |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Failure of a significant valve in the water treatment plant could reduce water treatment production.  |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Reserves                                                                                              |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                   |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | No adverse impact on aesthetic value                                                                  |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A : Core Service                                                                                    |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | None                                                                                                  |

Year: 2029

## Wayfinding Signage 26C.1

**CAP-29-0005**

Priority Score: **40.10**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 20                             |
| Future Replacement Cost:       |                                |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | City Manager           |
| Staff Contact:        | Tim Simmonds           |
| Location/Coordinates: |                        |

### Description:

Implementation of the Wayfinding Signage Strategy recommendations

| Cash Flow Projection:                 | 2029        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$50,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$50,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2028 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$50,000.00**

### Schedule:

|                           |            |
|---------------------------|------------|
| Construction Start Date:  | 01/01/2029 |
| Substantial Completion or |            |
| Purchase Date:            | 12/31/2029 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$25,000.00 |
| Grant    | \$25,000.00 |
| Total    | \$50,000.00 |

|                                 |                    |                                                   |
|---------------------------------|--------------------|---------------------------------------------------|
| <b>Wayfinding Signage 26C.1</b> | <b>CAP-29-0005</b> | <b>Year: 2029</b><br><b>Priority Score: 40.10</b> |
|---------------------------------|--------------------|---------------------------------------------------|

**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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | No impact on health and safety.                                |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | Project will move organization closer to meeting legislation.  |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 2 | Moderate probability of failure; low consequence.              |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 0 | Slight impact on operational efficiency and effectiveness.     |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Partial grant funding through DIA and RT07                     |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment as a result of the project. |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | Maintains an existing public space.                            |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 5 | Replacing the signage greatly improves the aesthetic value.    |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Project supports core service delivery.                        |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | Has not been identified by the public.                         |

# 2030 Capital Detail Sheets

Year: 2030

## 10th St E - Upper South Side Retaining Wall Rehabilitation 30P.4

**CAP-30-0010**

Priority  
Score: **48.20**

|                                |                                             |                                          |
|--------------------------------|---------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: Moderate - Score 21-48   |
| Strategic Plan Alignment       | Green and Resilient City                    | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 80                                          | Staff Contact: Mason Bellamy             |
| Future Replacement Cost:       | \$1,500,000.00                              | Location/Coordinates:                    |

### Description:

The 10th St E - Upper South Side Retaining Wall is located on the south side of 10th Street East between 5th Avenue East and 6th Avenue East and 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.

| Cash Flow Projection:                 | 2030        | 2031         |        |
|---------------------------------------|-------------|--------------|--------|
| Consulting including Design & Studies | \$35,000.00 | \$20,000.00  |        |
| In House Engineering                  | \$5,000.00  | \$3,000.00   |        |
| Communication / Signage               |             |              |        |
| Construction / Contractor             |             | \$277,000.00 |        |
| Materials                             |             |              |        |
| Equipment Purchases                   |             |              |        |
| Contingency                           |             |              |        |
| Total                                 | \$40,000.00 | \$300,000.00 | \$0.00 |

Costs Incurred to 2029 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$340,000.00</b> |
|-----------------------|---------------------|

### Schedule:

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

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$41,000.00  |
| Grant    | \$299,000.00 |
| Total    | \$340,000.00 |

Year: 2030

**10th St E - Upper South Side  
Retaining Wall Rehabilitation 30P.4**

**CAP-30-0010**

Priority  
Score: **48.20**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                           |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | It is expected that over 10,000 motorists will be impacted as a result of this project                                                                    |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The replacement will meet minimum maintenance legislation requirements                                                                                    |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the project.                                                                       |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 4 | This project may be eligible for funding through the Connecting Link funding programme at 90% subsidy. The project would proceed with CL funding secured. |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There will be little or no impact on environment.                                                                                                         |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no direct impact on public                                                                                                          |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has no aesthetic value                                                                                                                        |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                                                                               |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                                                        |

Year: 2030

## 27th St. Lift Station Generator 300.1

**CAP-30-0041**

Priority Score: **50.80**

Rationale: Asset Management - New Asset / Expansion  
 Strategic Plan Alignment: Green and Resilient City  
 Estimated Useful Life (years): 25  
 Future Replacement Cost:

Priority Level: High - Score 49-69  
 Department: Public Works and Engineering  
 Staff Contact: Bryce McDonald  
 Location/Coordinates:

### Description:

Installation of a standby generator would ensure reliable operations during power outages reducing the likelihood of by-pass incidents. 2030 - Budget used for preliminary design, sizing, acoustic and dispersion modeling, 2031 - Supply and install

| Cash Flow Projection:                 | 2030        | 2031         |        |
|---------------------------------------|-------------|--------------|--------|
| Consulting including Design & Studies | \$50,000.00 |              |        |
| In House Engineering                  |             |              |        |
| Communication / Signage               |             |              |        |
| Construction / Contractor             |             | \$200,000.00 |        |
| Materials                             |             |              |        |
| Equipment Purchases                   |             |              |        |
| Contingency                           |             |              |        |
| Total                                 | \$50,000.00 | \$200,000.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$250,000.00**

### Schedule:

Construction Start Date: 01/01/2030  
 Substantial Completion or Purchase Date: 12/31/2031

### Funding Sources:

Waste Water Rates \$250,000.00  
 Total \$250,000.00

|                                              |  |                              |
|----------------------------------------------|--|------------------------------|
| <b>27th St. Lift Station Generator 300.1</b> |  | <b>Year: 2030</b>            |
| <b>CAP-30-0041</b>                           |  | <b>Priority Score: 50.80</b> |

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                           |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | Although the catchment zone for the pump station is relatively small the impacts of by-pass events have the potential to affect many                                                      |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 4 | By-pass event present a significant public health risk                                                                                                                                    |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | A generator would likely reduce our by-pass events and elevate regulatory reporting and further legal issues                                                                              |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | No, but it adds a critical component to an existing asset                                                                                                                                 |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Generator will need to be maintained and ran monthly for testing. Low hours of operation are expected, so maintenance cost should be minimal.                                             |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | N/A                                                                                                                                                                                       |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 5 | Yes, climate change has drastically impacted the number of severe weather events we see. This will make our system more resilient and minimize by-pass events to the natural environment. |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | No                                                                                                                                                                                        |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 0 | No                                                                                                                                                                                        |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | This project aligns with both "Green City" and "Service Excellence"                                                                                                                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | No                                                                                                                                                                                        |

Year: 2030

## 9th Ave East Road Rehabilitation & Servicing Replacement- 8th Street E to 6th Street E (30P.5)

**CAP-30-0012**

Priority Score: **58.00**

|                                |                                |                                          |
|--------------------------------|--------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City       | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 50                             | Staff Contact: Mason Bellamy             |
| Future Replacement Cost:       |                                | Location/Coordinates:                    |

### Description:

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. The project Design or Engineering would be completed in 2030 with construction in 2031. Initiation of the project will rely on having been awarded Connecting Link Grant funding. The intended scope is as follows: Replace the existing municipal watermain and appurtenances and replace/repair deficient sanitary sewer. The following components would be Connecting Link funding eligible: Replace the existing storm sewer or rehabilitate, if appropriate and rehabilitate the road and road-related structures, replace existing sidewalk as required and replace stormwater infrastructure.

| Cash Flow Projection:                 | 2030         | 2031           |        |
|---------------------------------------|--------------|----------------|--------|
| Consulting including Design & Studies | \$245,000.00 | \$245,000.00   |        |
| In House Engineering                  | \$5,000.00   | \$5,000.00     |        |
| Communication / Signage               |              |                |        |
| Construction / Contractor             |              | \$5,200,000.00 |        |
| Materials                             |              |                |        |
| Equipment Purchases                   |              |                |        |
| Contingency                           |              |                |        |
| Total                                 | \$250,000.00 | \$5,450,000.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$5,700,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2030 |
| Substantial Completion or Purchase Date: | 12/31/2031 |

### Funding Sources:

|                   |                |
|-------------------|----------------|
| Tax Levy          | \$150,000.00   |
| Water Rates       | \$675,000.00   |
| Waste Water Rates | \$275,000.00   |
| Grant             | \$4,600,000.00 |
| Total             | \$5,700,000.00 |

Year: 2030

**9th Ave East Road Rehabilitation & Servicing Replacement- 8th Street E to 6th Street E (30P.5)**

**CAP-30-0012**

Priority Score: **58.00**

**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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | 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 Score                    | 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 Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | This section of road has multiple assets with poor condition ratings with significant impacts if it was to fail.                                                                                                                                                                        |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | 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 once project is completed. Watermain breaks and road repairs/patching will be avoided. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets 3 resource categories.                                                                                                                                                                                                                                                            |
| Environment Score                    | Environment Score 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project does not eliminate an existing public space.                                                                                                                                                                                                                                |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by public                                                                                                                                                                                                                                                       |

Year: 2030

## Asphalt & Concrete Replacement (2030) 30P.1

**CAP-30-0013**

Priority  
Score: **70.30**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Maintenance |
| Strategic Plan Alignment       | A City That Moves              |
| Estimated Useful Life (years): | 40                             |
| Future Replacement Cost:       |                                |

|                       |                              |
|-----------------------|------------------------------|
| Priority Level:       | Very High - Score 70+        |
| Department:           | Public Works and Engineering |
| Staff Contact:        | Mason Bellamy                |
| Location/Coordinates: |                              |

### Description:

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. Detailed locations to be determined prior to construction year.

| Cash Flow Projection:                 | 2030         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  | \$15,000.00  |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$685,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$700,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$700,000.00**

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2030 |
| Substantial Completion or<br>Purchase Date: | 12/31/2030 |

### Funding Sources:

|                 |              |
|-----------------|--------------|
| Federal Gas Tax | \$700,000.00 |
| Total           | \$700,000.00 |

# Asphalt & Concrete Replacement (2030) 30P.1

**CAP-30-0013**

**Year: 2030**

**Priority Score: 70.30**

## Justification for Matrix Values

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | Roads being resurfaced will improve local and commuter traffic throughout the City and generally benefits all road users in the City.                    |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Injuries may result if roads are not resurfaced from drivers or cyclists avoiding potholes or other deficiencies in the road                             |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The City has minimum maintenance standards it is required to meet.                                                                                       |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | This 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Road resurfacing will reduce operation costs associated with the road maintenance (eg repairing pot holes).                                              |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets 3 resource categories                                                                                                                              |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | Some sidewalk replacement and improved cycling (active transportation enhancements).                                                                     |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | The project addresses a failing aesthetic value and provides for an improvement.                                                                         |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | This project is identified in the strategic plan to improve road conditions                                                                              |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 3 | Road resurfacing has been requested multiple times through public engagement                                                                             |

Year: 2030

## Bayshore - Christie Hare Room Floor Replacement 30H.3

**CAP-30-0001**

Priority Score: **31.80**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       |                                |

Priority Level: Moderate - Score 21-48  
 Department: Community Services  
 Staff Contact: Ryan Gowan  
 Location/Coordinates:

### Description:

Replacement of the existing carpet flooring in the Christie Hare Room at the Bayshore Community Centre.

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$40,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$40,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$40,000.00**

### Schedule:

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

### Funding Sources:

Tax Levy \$40,000.00  
 Total \$40,000.00

Year: 2030

## Bayshore - Christie Hare Room Floor Replacement 30H.3

CAP-30-0001

Priority Score: 31.80

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                           |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | Thousands of people use this space yearly.                                                |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no legislation at this time required for compliance.                             |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Reduced staff time will be achieved, from having to repair wallpaper with minimal effect. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | No opportunity for grant funding or partnership at this time.                             |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There will be no environmental impact by completing this project.                         |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project will maintain an existing space.                                             |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | This project will improve the look of the area.                                           |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project will support core service delivery.                                          |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | This has been mentioned by public and staff.                                              |

Year: 2030

## Bayshore - Ice Resurfacer Room Floor Repairs 30H.5

**CAP-30-0002**

Priority  
Score: **25.40**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 20                             |
| Future Replacement Cost:       | \$78,000.00                    |

Priority Level: Moderate - Score 21-48  
 Department: Community Services  
 Staff Contact: Ryan Gowan  
 Location/Coordinates:

### Description:

Replace the concrete floor stretching from the arena ice gate to the ice resurfacer water fill parking area.

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             | \$60,000.00 |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$60,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$60,000.00**

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$60,000.00 |
| Total    | \$60,000.00 |

Year: 2030

**Bayshore - Ice Resurfacers Room  
Floor Repairs 30H.5**

**CAP-30-0002**

Priority  
Score: **25.40**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Thousands of people would cross over this area to get to their seats annually.                   |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | Currently there is no legislation mandating this project.                                        |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | This will have little to no impact on the operation.                                             |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no partnership or grant opportunities at this time.                                     |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | This project will have little or no impact on the environment.                                   |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project will maintain an existing public space.                                             |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project support core service delivery.                                                      |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | has been mentioned in unsolicited feedback.                                                      |

Year: 2030

## Bayshore - Rutherford Hall Floor Replacement 30H.4

**CAP-30-0003**

Priority Score: **32.20**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 30                             |
| Future Replacement Cost:       | \$160,000.00                   |

Priority Level: Moderate - Score 21-48  
 Department: Community Services  
 Staff Contact: Ryan Gowan  
 Location/Coordinates:

### Description:

Replacing the existing vinyl tile flooring in Rutherford Hall with a modern vinyl plank or lay-in vinyl floor.

| Cash Flow Projection:                 | 2030         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             | \$100,000.00 |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$100,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$100,000.00**

### Schedule:

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

### Funding Sources:

Tax Levy \$100,000.00  
 Total \$100,000.00

Year: 2030

**Bayshore - Rutherford Hall Floor  
Replacement 30H.4**

**CAP-30-0003**

Priority  
Score: **32.20**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This space is used by over 10,000 annually.                                                                                   |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | there is currently no legislation requiring this project be completed.                                                        |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | There is a moderate probability of failure with low consequence, as we have seen tiles begin to break or lift out.            |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | This would have a slight impact on the operation as it would save a week of stripping, waxing and sealing the existing floor. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | Currently there are no opportunities for partnerships or grants.                                                              |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | This project will have little to no impact on the environment.                                                                |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project would maintain an existing public space.                                                                         |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project would support core service delivery.                                                                             |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | The flooring has been mentioned by users groups.                                                                              |

Year: 2030

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

**CAP-30-0004**

Priority Score: **23.10**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       |                                |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Ryan Gowan             |
| Location/Coordinates: |                        |

### Description:

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

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$15,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$15,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$15,000.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$15,000.00 |
| Total    | \$15,000.00 |

Year: 2030

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

**CAP-30-0004**

Priority  
Score: **23.10**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

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

Year: 2030

## Bayshore Window and Door Replacement 30H.1

**CAP-30-0005**

Priority Score: **45.20**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       |                                |

Priority Level: Moderate - Score 21-48  
 Department: Community Services  
 Staff Contact: Ryan Gowan  
 Location/Coordinates:

### Description:

Replacement of the remaining original doors and frames at the Bayshore Community Centre

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             | \$30,000.00 |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$30,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$30,000.00**

### Schedule:

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

### Funding Sources:

Reserves \$30,000.00  
 Total \$30,000.00

Year: 2030

## Bayshore Window and Door Replacement 30H.1

**CAP-30-0005**

Priority Score: **45.20**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Year: 2030

## Billy Bishop Museum (BBM) Window Repairs and Painting 30M.3

**CAP-30-0006**

Priority Score: **20.20**

|                                |                                             |
|--------------------------------|---------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation |
| Strategic Plan Alignment       |                                             |
| Estimated Useful Life (years): | 10                                          |
| Future Replacement Cost:       | \$336,000.00                                |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | Low - Score 0-20   |
| Department:           | Corporate Services |
| Staff Contact:        | Jason Hoffman      |
| Location/Coordinates: |                    |

### Description:

The facility windows (including seasonal storm windows) require replacement in order to maintain the historical, victorian features of the building and to ensure the building envelope is maintained.

| Cash Flow Projection:                 | 2030         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             | \$150,000.00 |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$150,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$150,000.00</b> |
|-----------------------|---------------------|

### Schedule:

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

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$150,000.00 |
| Total    | \$150,000.00 |

Year: 2030

**Billy Bishop Museum (BBM) Window  
Repairs and Painting 30M.3**

**CAP-30-0006**

Priority  
Score: **20.20**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | It is anticipated that between 2,500 and 4,999 visit the facility annually and will be able to access the renovated space.                     |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirements for this project.                                                             |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There is little to no impact on current operations.                                                                                            |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | There is no opportunity for partnership or grant funding at this time.                                                                         |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing space.                                                                                                       |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | The project improves aesthetic values where there is not a deemed failure.                                                                     |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports the delivery of core services.                                                                                           |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | The project has been mentioned in unsolicited feedback.                                                                                        |

Year: 2030

## Bottle Fill Stations 30M.4

**CAP-30-0018**

Priority Score: **19.00**

|                                |                                          |
|--------------------------------|------------------------------------------|
| Rationale                      | Asset Management - New Asset / Expansion |
| Strategic Plan Alignment       |                                          |
| Estimated Useful Life (years): | 10                                       |
| Future Replacement Cost:       |                                          |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | Low - Score 0-20   |
| Department:           | Corporate Services |
| Staff Contact:        | Jason Hoffman      |
| Location/Coordinates: |                    |

### Description:

Continued implementation of a phased program to increase access to tap water at City facilities over 5 years. 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.

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$10,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$10,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$10,000.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$10,000.00 |
| Total    | \$10,000.00 |

|                                   |  |                              |
|-----------------------------------|--|------------------------------|
| <b>Bottle Fill Stations 30M.4</b> |  | <b>Year: 2030</b>            |
| <b>CAP-30-0018</b>                |  | <b>Priority Score: 19.00</b> |

| 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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0           | No impact on health and safety.                                                                                                               |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1           | No known legislative/regulatory compliance requirement.                                                                                       |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1           | Little or no effect on current operations.                                                                                                    |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0           | No opportunity for partnership or grant funding.                                                                                              |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4           | Project will be free to access to all users.                                                                                                  |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1           | Project provides no aesthetic value.                                                                                                          |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1           | Project supports core service delivery.                                                                                                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1           | Has been mentioned in unsolicited feedback.                                                                                                   |

Year: 2030

|                                       |                                          |                    |                                                 |
|---------------------------------------|------------------------------------------|--------------------|-------------------------------------------------|
| <b>Bulk Water Fill Station 30N.1</b>  |                                          | <b>CAP-30-0044</b> | <b>Priority Score: 58.90</b>                    |
| <b>Rationale</b>                      | Asset Management - New Asset / Expansion |                    | <b>Priority Level:</b> High - Score 49-69       |
| <b>Strategic Plan Alignment</b>       | Green and Resilient City                 |                    | <b>Department:</b> Public Works and Engineering |
| <b>Estimated Useful Life (years):</b> | 50                                       |                    | <b>Staff Contact:</b> Bryce McDonald            |
| <b>Future Replacement Cost:</b>       |                                          |                    | <b>Location/Coordinates:</b>                    |

**Description:**  
 Installation of a new bulk water fill station which would ideally be located in commercial/industrial area with easy access for large, construction type equipment with consideration to ensure sufficient water supply, sewer availability and traffic flows.  
 2030 - Feasibility and Design; 2031 - Supply and Install

| Cash Flow Projection:                 | 2030        | 2031         |        |
|---------------------------------------|-------------|--------------|--------|
| Consulting including Design & Studies | \$50,000.00 |              |        |
| In House Engineering                  |             |              |        |
| Communication / Signage               |             |              |        |
| Construction / Contractor             |             | \$200,000.00 |        |
| Materials                             |             |              |        |
| Equipment Purchases                   |             |              |        |
| Contingency                           |             |              |        |
| Total                                 | \$50,000.00 | \$200,000.00 | \$0.00 |

**Costs Incurred to 2029 Year End**

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$250,000.00**

**Schedule:**  
 Construction Start Date: 01/01/2030  
 Substantial Completion or Purchase Date: 12/31/2031

|                         |              |
|-------------------------|--------------|
| <b>Funding Sources:</b> |              |
| Water Rates             | \$250,000.00 |
| Total                   | \$250,000.00 |

|                                      |                    |                              |
|--------------------------------------|--------------------|------------------------------|
| <b>Bulk Water Fill Station 30N.1</b> | <b>CAP-30-0044</b> | <b>Year: 2030</b>            |
|                                      |                    | <b>Priority Score: 58.90</b> |

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | This service primarily benefits contractors but has an indirect benefit to all residents when it come to accessing bulk water for a variety of purposes including construction, events, pool filling, drinking water cisterns and other.   |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Traffic congestion and control is a concern at the Public Works yard. Relocation of this service will allow for proper/safe vehicle staging and filling.                                                                                   |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | Modernized air gap fill system will eliminate cross contamination risk associated with truck hose connections.                                                                                                                             |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | I don't believe this asset is currently identified, but will be include in future capital needs assessment.                                                                                                                                |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Failure to proceed with modernizing and relocating the bulk water fill station will have significant impacts on both the water distribution crew and public works crew. Current congestion and traffic flow negatively impacts operations. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | Not that I am aware of at this time.                                                                                                                                                                                                       |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3 | The responsible supply and management of fresh water is becoming more critical with climate change. This project will allow for more responsible management of that resource.                                                              |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | Creates greater accesses to bulk water                                                                                                                                                                                                     |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | Create a modernized, professional customer service point.                                                                                                                                                                                  |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | Service Excellence - Delivers a level of customer service expected by a municipality of our size                                                                                                                                           |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | No as of yet.                                                                                                                                                                                                                              |

Year: 2030

## Citizen Satisfaction Survey 2030 30B.3

**CAP-30-0007**

Priority  
Score: **37.50**

|                                |                                                          |                                        |
|--------------------------------|----------------------------------------------------------|----------------------------------------|
| Rationale                      | Asset Management - Study / Assessment / Plan             | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       | Fostering Mutually Beneficial & Respectful Relationships | Department: City Manager               |
| Estimated Useful Life (years): | 3                                                        | Staff Contact: Michelle Palmer         |
| Future Replacement Cost:       |                                                          | Location/Coordinates:                  |

### Description:

The initial statistically relevant survey was completed in the Summer of 2021 and the second survey occurred in 2025. By re-surveying in 2030, 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.

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$25,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$25,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$25,000.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$25,000.00 |
| Total    | \$25,000.00 |

# Citizen Satisfaction Survey 2030 30B.3

**CAP-30-0007**

**Year: 2030**  
**Priority Score: 37.50**

## Justification for Matrix Values

### Score 0 - 5

### Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | Surveys are an important source of statistically valid, reliable and relevant feedback from citizens. To be statistically relevant requires 400 respondents/individuals.                                                                                                                                                                                          |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact on health and safety.                                                                                                                                                                                                                                                                                                                                   |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement.                                                                                                                                                                                                                                                                                                           |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | 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. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | No opportunity for partnership or grant funding.                                                                                                                                                                                                                                                                                                                  |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment as a result of the project.                                                                                                                                                                                                                                                                                                    |
| Socio-Economic Factors Score         | 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 Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Project has no aesthetic value.                                                                                                                                                                                                                                                                                                                                   |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 5 | The City engages with citizens in a variety of methods on various projects, and undertook a statistically reliable citizen satisfaction survey in 2021 and 2025.                                                                                                                                                                                                  |

Year: 2030

# Computer Capital - New Council Equipment (Councilor/Mayor Ipad/Computer) 30A.1

**CAP-30-0019**

Priority  
Score: **33.00**

Rationale: Asset Management - Replacement  
Strategic Plan Alignment:  
Estimated Useful Life (years): 3 - 5 years  
Future Replacement Cost:

Priority Level: Moderate - Score 21-48  
Department: Corporate Services  
Staff Contact: Mark Giberson  
Location/Coordinates:

## Description:

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.

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$32,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$32,000.00 | \$0.00 | \$0.00 |

## Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$32,000.00**

## Schedule:

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

## Funding Sources:

Reserves \$32,000.00  
Total \$32,000.00

Year: 2030

**Computer Capital - New Council  
Equipment (Councilor/Mayor  
Ipad/Computer) 30A.1**

**CAP-30-0019**

Priority  
Score: **33.00**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

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

Year: 2030

## Computer Capital - Replace Staff Cell Phones 30A.3

Priority Score: 46.70

|                                |                                  |
|--------------------------------|----------------------------------|
| Rationale                      | Asset Management - Replacement   |
| Strategic Plan Alignment       | City Building                    |
| Estimated Useful Life (years): | 3                                |
| Future Replacement Cost:       | \$53,000 (2034), \$68,000 (2035) |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Mark Giberson  
 Location/Coordinates:

### Description:

Replacement of existing end-of-life equipment on a standardized replacement cycle. By 2030, equipment will be out of warranty, with an average age between 3 and 4 years. Most equipment has a life expectancy of between 2 and 4 years based on type of usage.

| Cash Flow Projection:                 | 2030        | 2031        |        |
|---------------------------------------|-------------|-------------|--------|
| Consulting including Design & Studies |             |             |        |
| In House Engineering                  |             |             |        |
| Communication / Signage               |             |             |        |
| Construction / Contractor             |             |             |        |
| Materials                             |             |             |        |
| Equipment Purchases                   | \$45,000.00 | \$58,800.00 |        |
| Contingency                           |             |             |        |
| Total                                 | \$45,000.00 | \$58,800.00 | \$0.00 |

Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |              |
|-----------------------|--------------|
| Total Project Budget: | \$103,800.00 |
|-----------------------|--------------|

### Schedule:

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

### Funding Sources:

|          |              |
|----------|--------------|
| Reserves | \$103,800.00 |
| Total    | \$103,800.00 |

Year: 2030

## Computer Capital - Replace Staff Cell Phones 30A.3

Priority Score: **46.70**

### Justification for Matrix Values

#### Score 0 - 5

#### Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | Significant number of Staff, Council are affected and the ability to deliver services to the public.                                                                                                                                                                                                          |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | Equipment used to field communication to staff working alone.                                                                                                                                                                                                                                                 |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislation/regulatory compliance requirement                                                                                                                                                                                                                                                        |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Equipment is used to support City's asset management plan                                                                                                                                                                                                                                                     |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Current equipment will be past operation life expectancy which will lead to higher maintenance costs. Older equipment reduces the ability of Staff to work, due to equipment not working and needing repairs and incompatibility with new software. New equipment allows Staff to deliver effective services. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | 3 resource categories met                                                                                                                                                                                                                                                                                     |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 2 | Equipment allows staff to work in the field significantly reducing travel time and green house gases                                                                                                                                                                                                          |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | No impact                                                                                                                                                                                                                                                                                                     |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | No impact                                                                                                                                                                                                                                                                                                     |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public                                                                                                                                                                                                                                                                         |

Year: 2030

## Computer Monitors Replacement 30A.2

**CAP-30-0023**

Priority  
Score: **43.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 5                              |
| Future Replacement Cost:       | \$17,782.00                    |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Mark Giberson  
 Location/Coordinates:

### Description:

The City has standardized on a five year replacement cycle of Monitors. Replacement of existing end-of-life equipment.  
 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.

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$13,750.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$13,750.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$13,750.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$13,750.00 |
| Total    | \$13,750.00 |

Year: 2030

## Computer Monitors Replacement 30A.2

**CAP-30-0023**

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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety                                 |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement                      |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Both staff time and cost savings will be achieved as result of the project.          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | The project is funded through reserves.                                              |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no direct impact on public users.                              |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public                                    |

Year: 2030

## Computer Replacement 30A.6

**CAP-30-0021**

Priority Score: **43.00**

Rationale: Asset Management - Replacement  
 Strategic Plan Alignment: City Building  
 Estimated Useful Life (years): 5  
 Future Replacement Cost: \$183,400 (2035)

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Mark Giberson  
 Location/Coordinates:

### Description:

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.

| Cash Flow Projection:                 | 2030         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   | \$158,275.00 |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$158,275.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$158,275.00**

### Schedule:

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

### Funding Sources:

Reserves: \$158,275.00  
 Total: \$158,275.00

|                                   |  |                              |
|-----------------------------------|--|------------------------------|
| <b>Computer Replacement 30A.6</b> |  | <b>Year: 2030</b>            |
| <b>CAP-30-0021</b>                |  | <b>Priority Score: 43.00</b> |

**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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety.                                |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement                      |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Both staff time and cost savings will be achieved as result of the project.          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | The project is funded through reserves.                                              |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no direct impact on public users.                              |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public                                    |

Year: 2030

## Corporate Website Transformation 30B.2

**CAP-30-0008**

Priority  
Score: **45.00**

|                                |                                                          |
|--------------------------------|----------------------------------------------------------|
| Rationale                      | Continuous Improvement                                   |
| Strategic Plan Alignment       | Fostering Mutually Beneficial & Respectful Relationships |
| Estimated Useful Life (years): | 5                                                        |
| Future Replacement Cost:       | \$66,000.00                                              |

Priority Level: Moderate - Score 21-48  
 Department: City Manager  
 Staff Contact: Carly McArthur  
 Location/Coordinates:

### Description:

The current City website was developed in 2016 and updated in 2024 to ensure best practices in user experience and website design. By continuing to plan for reviewing and updating the website every 6 years, the City can ensure that its online presence incorporates best-in-class web design practices to give residents the information they are looking for right away.

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$50,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$50,000.00 | \$0.00 | \$0.00 |

|                                 |               |
|---------------------------------|---------------|
| Costs Incurred to 2029 Year End | <b>\$0.00</b> |
|---------------------------------|---------------|

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$50,000.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$50,000.00 |
| Total    | \$50,000.00 |

Year: 2030

**Corporate Website Transformation  
30B.2**

**CAP-30-0008**

Priority  
Score: **45.00**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | Website will increase accessibility of information to all residents                                                                                                                                                           |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | N/A                                                                                                                                                                                                                           |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative requirement                                                                                                                                                                                              |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | Replacement of existing asset (asset not included in current asset management plan)                                                                                                                                           |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Improved availability of information and customer service options online could decrease calls and physical visits to City Hall                                                                                                |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | Funded by the modernization reserve                                                                                                                                                                                           |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | N/A                                                                                                                                                                                                                           |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | Increase accessibility of information to all residents                                                                                                                                                                        |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | A redesigned website will increase the user experience and use best practices in website design                                                                                                                               |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 4 | Project will support priority of service excellence KR 2 - enhance our information, technology and digital capabilities to allow residents, businesses and visitors to interact with the City where, when and how they choose |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 3 | Lack of ease in navigating the current website has been commented on anecdotally and within surveys (community engagement review)                                                                                             |

Year: 2030

## Council Chambers Audio/Video Replacement 30A.4

**CAP-30-0022**

Priority Score: **30.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 7                              |
| Future Replacement Cost:       | \$149,920.00                   |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Mark Giberson  
 Location/Coordinates:

### Description:

Replacement of equipment which will be 7 years old. Most equipment has a life expectancy of 5 to 7 years.

| Cash Flow Projection:                 | 2030         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   | \$121,900.00 |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$121,900.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$121,900.00**

### Schedule:

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

### Funding Sources:

Reserves \$121,900.00  
 Total \$121,900.00

Year: 2030

**Council Chambers Audio/Video  
Replacement 30A.4**

**CAP-30-0022**

Priority  
Score: **30.00**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | 1,000 to 2,499 people will be directly impacted as a result of this project. This is based on viewer potential |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety.                                                          |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 0 | There is no known legislative/regulatory compliance requirement                                                |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There will be a slight impact on operational efficiencies as a result of the project.                          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | The project is funded through reserves.                                                                        |
| Environment Score                    | Environment Score 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no direct impact on public users.                                                        |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public                                                              |

Year: 2030

## Duncan McLellan Field House Exhaust Fan Replacement 30D.8

**CAP-30-0031**

Priority  
Score: **19.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$19,300.00                    |

|                       |                      |
|-----------------------|----------------------|
| Priority Level:       | Low - Score 0-20     |
| Department:           | Corporate Services   |
| Staff Contact:        | Jason Hoffman        |
| Location/Coordinates: | 800 18th Street East |

### Description:

A building condition assessment was completed in 2024. The exhaust fans serve both the concession area and the washrooms and require replacement.

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

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

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

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

### Schedule:

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

### Funding Sources:

Tax Levy \$10,400.00  
Total \$10,400.00

Year: 2030

**Duncan McLellan Field House**  
**Exhaust Fan Replacement 30D.8**

**CAP-30-0031**

Priority  
Score: **19.00**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

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

Year: 2030

## Duncan McLellan Field House Floor Replacement 30D.7

**CAP-30-0032**

Priority Score: **20.80**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$48,600.00                    |

|                       |                      |
|-----------------------|----------------------|
| Priority Level:       | Low - Score 0-20     |
| Department:           | Corporate Services   |
| Staff Contact:        | Jason Hoffman        |
| Location/Coordinates: | 800 18th Street East |

### Description:

Replacement of floor based on a building condition assessment completed in 2024.

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

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

Impact on Operating Budget:

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

### Schedule:

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

### Funding Sources:

Tax Levy \$26,200.00  
 Total \$26,200.00

Year: 2030

## Duncan McLellan Field House Floor Replacement 30D.7

**CAP-30-0032**

Priority Score: **20.80**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Year: 2030

## Employee Engagement Initiative (2030) 30B.1

**CAP-30-0009**

Priority  
Score: **37.70**

|                                |                                                          |
|--------------------------------|----------------------------------------------------------|
| Rationale                      | Master Plan - Human Resources Strategy                   |
| Strategic Plan Alignment       | Fostering Mutually Beneficial & Respectful Relationships |
| Estimated Useful Life (years): |                                                          |
| Future Replacement Cost:       |                                                          |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | City Manager           |
| Staff Contact:        | Michelle Palmer        |
| Location/Coordinates: |                        |

### Description:

The survey will measure employee engagement and identify specific drivers of employee engagement. The last survey was completed in 2027. Based on best practice, this initiative will be completed every three years to assess changes in perceptions related to engagement.

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$25,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$25,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$25,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2030 |
| Substantial Completion or<br>Purchase Date: | 12/31/2030 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$25,000.00 |
| Total    | \$25,000.00 |

Year: 2030

**Employee Engagement Initiative  
(2030) 30B.1**

**CAP-30-0009**

Priority  
Score: **37.70**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | Employee engagement leads to improved service to the public and increases citizens' trust and confidence in government      |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 2 | Employers are required to provide a safe work place                                                                         |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | N/A                                                                                                                         |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Highly engaged employees not only provide better service to customers, but their general performance was better than others |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | Funded through tax levy                                                                                                     |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Project has a neutral impact on the environment                                                                             |
| Socio-Economic Factors Score         | 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 Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | N/A                                                                                                                         |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public                                                                                       |

Year: 2030

## Farmers Market Radiator Replacement 30M.1

**CAP-30-0016**

Priority Score: **21.50**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 40                             |
| Future Replacement Cost:       | \$92,650.00                    |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Shawn Dubosq  
 Location/Coordinates: 114 8th Street East

### Description:

Replacement of the heating system, particularly the radiators which have exceeded its expected useful life with performance and reliability likely diminishing over time.

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$34,500.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$34,500.00 | \$0.00 | \$0.00 |

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

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$34,500.00**

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$34,500.00 |
| Total    | \$34,500.00 |

Year: 2030

**Farmers Market Radiator  
Replacement 30M.1**

**CAP-30-0016**

Priority  
Score: **21.50**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                 |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | The replacement of the radiators will support the tenants of the market.                                                                                                                        |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no direct impact on health and safety                                                                                                                                     |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative or regulatory compliance requirement associated with the replacement of the existing radiators.                                                                   |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | There is a moderate probability of failure due to the age of the existing radiators. The consequence is low assuming that individual units will fail, and not the entire system.                |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the replacement of the units at this time. This may change as the units continue to surpass their estimated useful life. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | There is no known opportunity for grant funding at this time.                                                                                                                                   |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There is little or no direct impact on the environment as a result of the replacement of this equipment.                                                                                        |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The replacement of the equipment is required in order to maintain the existing market building heating and ventilation needs.                                                                   |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | This project has not aesthetic value.                                                                                                                                                           |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports the core delivery of services through the provision of a functional facility through the City's lease agreement for the market building.                                  |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | This project has not been identified by the public.                                                                                                                                             |

Year: 2030

## Fire Services Bunker Gear Replacement 30U.1

**CAP-30-0017**

Priority Score: **65.20**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 10                             |
| Future Replacement Cost:       |                                |

|                                    |
|------------------------------------|
| Priority Level: High - Score 49-69 |
| Department: Fire                   |
| Staff Contact: Greg Nicol          |
| Location/Coordinates:              |

### Description:

NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting requires replacing PPE assets every ten years or as needed. 2030 - Assets requiring replacement include:

- 8 x bunker gear replacements
- 3 x helmet replacements
- 3 x boots replacement
- 0 x balaclava replacement
- 0 x gloves replacement

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             | \$33,500.00 |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$33,500.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$33,500.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$33,500.00 |
| Total    | \$33,500.00 |

Year: 2030

## Fire Services Bunker Gear Replacement 30U.1

**CAP-30-0017**

Priority Score: **65.20**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | 26 Suppression Firefighters & 5 support personnel                                                                             |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 5 | The utmost highest priority is that we provide adequate and appropriate PPE to protect our Firefighters.                      |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting.                                                    |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | Failure of Asset can result in critical injury.                                                                               |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Replacement of the asset increases reliability of operations.                                                                 |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Funded through reserves                                                                                                       |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | N/A                                                                                                                           |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 5 | Scheduled replacement of the pooled asset includes funding for future PPE replacement of diversity recruitment opportunities. |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | Replacement of equipment with newer, more modern equipment will greatly improve aesthetic value.                              |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports Core service delivery.                                                                                               |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been mentioned by the public.                                                                                         |

Year: 2030

## Harrison Park Community Hall Window Replacement 30D.2

**CAP-30-0033**

Priority  
Score: **32.70**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 30                             |
| Future Replacement Cost:       | \$104,372.29                   |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Jason Hoffman  
 Location/Coordinates: 75 2nd Avenue East

### Description:

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

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$43,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$43,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$43,000.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$43,000.00 |
| Total    | \$43,000.00 |

Year: 2030

**Harrison Park Community Hall  
Window Replacement 30D.2**

**CAP-30-0033**

Priority  
Score: **32.70**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

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

Year: 2030

## Harrison Park Pool Window and Door Replacement 30D.4

Priority Score: 32.70

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 30                             |
| Future Replacement Cost:       | \$42,477.09                    |

Priority Level: Moderate - Score 21-48  
 Department: Corporate Services  
 Staff Contact: Shawn Dubosq  
 Location/Coordinates: 75 2nd Avenue East

### Description:

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

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$17,500.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$17,500.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |             |
|-----------------------|-------------|
| Total Project Budget: | \$17,500.00 |
|-----------------------|-------------|

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$17,500.00 |
| Total    | \$17,500.00 |

Year: 2030

## Harrison Park Pool Window and Door Replacement 30D.4

Priority Score: 32.70

### Justification for Matrix Values

#### Score 0 - 5

#### Justification / Rationale for Rating

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

Year: 2030

## Harrison Park Senior Centre Window and Door Replacement 30D.3

**CAP-30-0035**

Priority Score: **34.30**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | City Building                  |
| Estimated Useful Life (years): | 30                             |
| Future Replacement Cost:       | \$48,545.25                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Shawn Dubosq           |
| Location/Coordinates: | 75 2nd Avenue East     |

### Description:

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

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$25,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$25,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$25,000.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$25,000.00 |
| Total    | \$25,000.00 |

Year: 2030

## Harrison Park Senior Centre Window and Door Replacement 30D.3

**CAP-30-0035**

Priority Score: **34.30**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

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

Year: 2030

## Hydrant Painting (2030) 30N.5

**CAP-30-0045**

Priority Score: **46.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Maintenance |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 5                              |
| Future Replacement Cost:       |                                |

|                       |                              |
|-----------------------|------------------------------|
| Priority Level:       | Moderate - Score 21-48       |
| Department:           | Public Works and Engineering |
| Staff Contact:        | Bryce McDonald               |
| Location/Coordinates: |                              |

### Description:

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.

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$90,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$90,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$90,000.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|             |             |
|-------------|-------------|
| Water Rates | \$90,000.00 |
| Total       | \$90,000.00 |

|                                      |  |                              |
|--------------------------------------|--|------------------------------|
| <b>Hydrant Painting (2030) 30N.5</b> |  | <b>Year: 2030</b>            |
| <b>CAP-30-0045</b>                   |  | <b>Priority Score: 46.00</b> |

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                   |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Entire City Water Distribution System; however, not the whole city will be directly impacted by the hydrant painting in one year. |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Poorly maintained hydrants can fail.                                                                                              |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 2 | No legislation, but this is a best practice in the industry.                                                                      |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | Part of required maintenance of the assets                                                                                        |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | Adversely affects hydrant life if not done.                                                                                       |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | 3 readiness criteria met                                                                                                          |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | No impact on the environment                                                                                                      |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                               |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | Improves aesthetic value                                                                                                          |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A: Core Service                                                                                                                 |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | N/A                                                                                                                               |

Year: 2030

## JMRRC Domestic Hot Water Boiler 1 - 301.2

**CAP-30-0025**

Priority Score: **35.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$105,000.00                   |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Ryan Gowan             |
| Location/Coordinates: |                        |

### Description:

Replacement of the hot water boiler #1 at JMRRC which has consistently failed, resulting in significant repair costs. It is now nearing the end of their useful life, with replacement parts becoming both expensive and hard to obtain

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$70,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$70,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$70,000.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$70,000.00 |
| Total    | \$70,000.00 |

Year: 2030

**JMRRC Domestic Hot Water Boiler 1 - 30I.2**

**CAP-30-0025**

Priority Score: **35.00**

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This would effect all the users of the facility who use dressing rooms, or washroom facilities.                                             |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | This project will not have an impact on health and safety.                                                                                  |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no legislation mandating this project.                                                                                             |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 4 | There is a high probability these boilers will fail with a moderate consequence. We would lose hot water in showers and hand washing sinks. |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | This project will have little or no effect on current operations.                                                                           |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | This project is funded through reserves.                                                                                                    |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 2 | This project would see more efficient boilers, sized correctly for the facility usage installed.                                            |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project would maintain an existing public space.                                                                                       |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | This project has no aesthetic value.                                                                                                        |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports core service delivery.                                                                                                |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | There have been complaints from public when the current boilers aren't working and theres no hot water in showers or washrooms.             |

Year: 2030

## JMRRC Domestic Hot Water Boiler 2 - 301.3

**CAP-30-0026**

Priority Score: **35.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$105,000.00                   |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Ryan Gowan             |
| Location/Coordinates: |                        |

### Description:

Replacement of the hote water boiler #2 which has consistently failed, resulting in significant repair costs. It is now nearing the end of useful life, with replacement parts becoming both expensive and hard to obtain.

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$70,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$70,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$70,000.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$70,000.00 |
| Total    | \$70,000.00 |

Year: 2030

**JMRRC Domestic Hot Water Boiler 2 - 30I.3**

**CAP-30-0026**

Priority Score: **35.00**

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This would effect all the users of the facility who use dressing rooms, or washroom facilities.                                             |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | This project will not have an impact on health and safety.                                                                                  |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no legislation mandating this project.                                                                                             |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 4 | There is a high probability these boilers will fail with a moderate consequence. We would lose hot water in showers and hand washing sinks. |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | This project will have little or no effect on current operations.                                                                           |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | This project is funded through reserves.                                                                                                    |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 2 | This project would see more efficient boilers, sized correctly for the facility usage installed.                                            |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project would maintain an existing public space.                                                                                       |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | This project has no aesthetic value.                                                                                                        |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports core service delivery.                                                                                                |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | There have been complaints from public when the current boilers aren't working and there's no hot water in showers or washrooms.            |

Year: 2030

## JMRRC Natural Gas Refueler 30I.4

**CAP-30-0027**

Priority Score: **36.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       |                                |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Ryan Gowan             |
| Location/Coordinates: |                        |

### Description:

Replacement of the current natural gas refueling system used for our ice resurfacers. The existing infrastructure is becoming increasingly expensive to maintain, and replacement parts are becoming more difficult to source

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$60,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$60,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$60,000.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$60,000.00 |
| Total    | \$60,000.00 |

|                                         |  |                              |
|-----------------------------------------|--|------------------------------|
| <b>JMRRC Natural Gas Refueler 30I.4</b> |  | <b>Year: 2030</b>            |
| <b>CAP-30-0027</b>                      |  | <b>Priority Score: 36.00</b> |

| Justification for Matrix Values      |                                                                                                                                                                          | Score 0 - 5 | Justification / Rationale for Rating                                                                                                                                                                         |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4           | This project will impact ice users. Any downtime of this equipment will result in floods being missed or altering or canceling rentals.                                                                      |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0           | This project will not have any impact on health and safety.                                                                                                                                                  |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1           | There is no legislation mandating this replacement at this time.                                                                                                                                             |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 4           | There is a high probability of failure. This equipment has failed in the past, and we were lucky enough to have the needed parts on the shelf. As parts become obsolete we will see larger downtimes.        |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2           | There will be slight impact, as the quick fill replacement unit will result in less downtime when filling the machine. This has the potential to increase the amount of heavy ice maintenance performed etc. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2           | This project would be funded through facility reserves.                                                                                                                                                      |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2           | This project maintains a current public space.                                                                                                                                                               |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1           | This project has no aesthetic value.                                                                                                                                                                         |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1           | This project supports core service delivery.                                                                                                                                                                 |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0           | This project has not been mentioned by the public.                                                                                                                                                           |

Year: 2030

## JMRRC Roof Sections 3-9 Replacement 30I.5

**CAP-30-0028**

Priority  
Score: **21.80**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 30                             |
| Future Replacement Cost:       | \$950,200.00                   |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Ryan Gowan             |
| Location/Coordinates: | 700 10th Street East   |

### Description:

Replacement of sections 3 through 9 are smaller flat roofs over mechanical areas, entrance doors, and common areas.

| Cash Flow Projection:                 | 2030         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$453,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$453,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

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

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2030 |
| Substantial Completion or<br>Purchase Date: | 12/31/2030 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$453,000.00 |
| Total    | \$453,000.00 |

Year: 2030

**JMRRC Roof Sections 3-9  
Replacement 30I.5**

**CAP-30-0028**

Priority  
Score: **21.80**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

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

Year: 2030

## Kinsmen Park Bleachers 30D.9

**CAP-30-0036**

Priority Score: **44.20**

Rationale: Asset Management - New Asset / Expansion  
 Strategic Plan Alignment:  
 Estimated Useful Life (years): 25  
 Future Replacement Cost: \$32,800.00

Priority Level: Moderate - Score 21-48  
 Department: Community Services  
 Staff Contact: Eckhard Pastrik  
 Location/Coordinates:

### Description:

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

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$20,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$20,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$20,000.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

Tax Levy \$20,000.00  
 Total \$20,000.00

|                                     |                    |                              |
|-------------------------------------|--------------------|------------------------------|
| <b>Kinsmen Park Bleachers 30D.9</b> | <b>CAP-30-0036</b> | <b>Year:</b> 2030            |
|                                     |                    | <b>Priority Score:</b> 44.20 |

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

Year: 2030

## Library Facility - Detailed Electrical and Mechanical Assessment 30V.1

**CAP-30-0029**

Priority Score: **23.50**

|                                |                                              |
|--------------------------------|----------------------------------------------|
| Rationale                      | Asset Management - Study / Assessment / Plan |
| Strategic Plan Alignment       | Green and Resilient City                     |
| Estimated Useful Life (years): | 25                                           |
| Future Replacement Cost:       | \$25,000.00                                  |

**Priority Level:** Moderate - Score 21-48  
**Department:** Corporate Services  
**Staff Contact:** Shawn Dubosq  
**Location/Coordinates:** 824 1st Avenue West, Owen Sound, Ontario, Canada

### Description:

Undertake an electrical and mechanical equipment assessment to identify potential issues, assess their condition, and recommend necessary actions to develop a multi-year capital replacement program

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$25,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$25,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$25,000.00**

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$25,000.00 |
| Total    | \$25,000.00 |

Year: 2030

## Library Facility - Detailed Electrical and Mechanical Assessment 30V.1

**CAP-30-0029**

Priority Score: **23.50**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 0 | While the OSNGUPL has over 175,000 visits per year, this project supports a study only and not the rehabilitation or replacement of equipment. The mechanical and electrical audit will ensure that the building services are able to maintain operations. |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project is for future planning and is not related to any ongoing electrical or mechanical concerns that impact health and safety.                                                                                                                      |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no specific legislative or regulatory compliance requirements other than the requirements to maintain a building occupied by staff and the public.                                                                                                |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | The existing mechanical and electrical equipment will be at the end of its useful life. This means that there is a moderate probability of failure but a low consequence assuming that components will fail, rather than an entire system.                 |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There are no significant failures known at this time, however, increased operating costs are anticipated as the equipment approaches the end of its useful life.                                                                                           |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | This project may be eligible for a rebate through a project that confirms the City's energy consumption.                                                                                                                                                   |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There will be little or no direct impact on the environment as part of this project.                                                                                                                                                                       |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project will help support the establishment of operating and capital needs to maintain an existing public space.                                                                                                                                       |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | This project has no aesthetic value as it is an assessment of existing mechanical and electrical equipment                                                                                                                                                 |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports the delivery of core service through maintaining the existing space and operations.                                                                                                                                                  |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | This project has not been identified by the public.                                                                                                                                                                                                        |

Year: 2030

## Moores Hill Road and Retaining Walls- Reconstruction 30P.2

**CAP-30-0015**

Priority Score: **45.50**

|                                |                                |                                                    |
|--------------------------------|--------------------------------|----------------------------------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level: Moderate - Score 21-48             |
| Strategic Plan Alignment       | A City That Moves              | Department: Public Works and Engineering           |
| Estimated Useful Life (years): | 75                             | Staff Contact: Mason Bellamy                       |
| Future Replacement Cost:       | \$22,500,000.00                | Location/Coordinates: 499 Moore's Hill, Owen Sound |

### Description:

Reconstruction of the road and adjacent earth retaining walls including the replacement of the existing sidewalk, possible improvements to the geometry of the 2nd Avenue West and 4th Avenue West intersections and pedestrian crossings, streetlighting improvements, replacement of the existing storm sewer and associated storm water management infrastructure under Moores Hill road and replacement of the existing watermain and sanitary sewer on 2nd Avenue West within the limits of construction.

| Cash Flow Projection:                 | 2030         | 2031           | 2032        |
|---------------------------------------|--------------|----------------|-------------|
| Consulting including Design & Studies | \$200,000.00 | \$190,000.00   | \$12,000.00 |
| In House Engineering                  | \$20,000.00  | \$10,000.00    | \$3,000.00  |
| Communication / Signage               |              |                |             |
| Construction / Contractor             |              | \$1,800,000.00 |             |
| Materials                             |              |                |             |
| Equipment Purchases                   |              |                |             |
| Contingency                           |              | \$200,000.00   |             |
| Total                                 | \$220,000.00 | \$2,200,000.00 | \$15,000.00 |

|                                 |        |
|---------------------------------|--------|
| Costs Incurred to 2029 Year End | \$0.00 |
|---------------------------------|--------|

|                             |        |        |        |
|-----------------------------|--------|--------|--------|
| Impact on Operating Budget: | \$0.00 | \$0.00 | \$0.00 |
|-----------------------------|--------|--------|--------|

|                       |                |
|-----------------------|----------------|
| Total Project Budget: | \$2,435,000.00 |
|-----------------------|----------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2030 |
| Substantial Completion or Purchase Date: | 12/31/2033 |

### Funding Sources:

|                   |                |
|-------------------|----------------|
| Tax Levy          | \$2,220,000.00 |
| Water Rates       | \$172,000.00   |
| Waste Water Rates | \$58,000.00    |
| Total             | \$2,450,000.00 |

Year: 2030

## Moore's Hill Road and Retaining Walls- Reconstruction 30P.2

**CAP-30-0015**

Priority Score: **45.50**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | Based on 2016 traffic counts, approximately 2,500 vehicles travel on Moore's Hill daily. Including an assumed 200 pedestrians using the sidewalk and two persons per vehicle, this equates to approximately 5,200 persons relying on this transportation link every day.                                                      |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Multiple injuries may result if the project does not proceed. The slope stability is a concern in this area. There is movement taking place as evidenced by the embankment or existing gabion baskets encroaching on the road and sidewalk, respectively.                                                                     |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no legislation mandating this project.                                                                                                                                                                                                                                                                               |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | There is a moderate probability of failure with moderate consequences. This project involves replacing three classes of critical infrastructure - roadway, sidewalks and retaining walls.                                                                                                                                     |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiencies will be achieved by reducing the required repairs to the road as a result of slope movement causing buckling road surfaces, sidewalk encroachment by the gabion baskets that have to be adjusted and repaired regularly and the impairment of winter control activities (inadequate sidewalk width). |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | There is no opportunities for partnership or grant funding at the present time but future funding opportunities may be possible.                                                                                                                                                                                              |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 2 | This project will slightly improve the natural environment and prevent further damage to the environment.                                                                                                                                                                                                                     |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project will maintain an existing public space. The project will involve replacing and widening the sidewalk to enable snow storage and improved accessibility, thereby encouraging pedestrian and possible other active transportation usage.                                                                            |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | The upgraded retaining walls, roadway and sidewalk will have an improved appearance.                                                                                                                                                                                                                                          |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports core service delivery.                                                                                                                                                                                                                                                                                  |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 2 | The condition of Moore's Hill has been noted informally by some members of the public as requiring some upgrading.                                                                                                                                                                                                            |

Year: 2030

## Parks - Playground Replacement - Tot Lot Park

Priority Score: 50.90

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | City Building                  |
| Estimated Useful Life (years): | 20                             |
| Future Replacement Cost:       |                                |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | High - Score 49-69 |
| Department:           | Community Services |
| Staff Contact:        | Eckhard Pastrik    |
| Location/Coordinates: |                    |

### Description:

Replacement of the playground at Tot Lot Park is required. The existing play structure has exceeded its useful life. The new playground will be created to meet the current standards as set out within CSA Z614:20, Children's Playground Equipment and Surfacing. The new playground will also include design elements that support accessibility that comply with AODA requirements associated with public spaces.

| Cash Flow Projection:                 | 2030         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$246,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$246,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: \$246,000.00

### Schedule:

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

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$246,000.00 |
| Total    | \$246,000.00 |

Year: 2030

## Parks - Playground Replacement - Tot Lot Park

Priority Score: 50.90

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | <1,000 people will be directly impacted as a result of this project.                                                                                                          |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Completion of the project will gain full legislative/regulatory compliance.                                                                                                   |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | The asset is required to provide a non-essential service, but has either:<br>• failed; or<br>• requires maintenance to prevent failure                                        |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Both staff time and cost savings will be achieved as result of the project.                                                                                                   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | 3 resource criteria met                                                                                                                                                       |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | The project will be free to access for all users.                                                                                                                             |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                                                                                                   |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public. The playground project layout will be brought forward to the Grey County Accessibility Advisory Committee for their input. |

Year: 2030

## Police Station Boiler Replacement 30J.1

**CAP-30-0030**

Priority  
Score: **38.30**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$314,100.00                   |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Jason Hoffman          |
| Location/Coordinates: |                        |

### Description:

The bulk of the hydronic system was installed in the 2007 and 2008 project when 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. They have an expected life span of 20 years.

| Cash Flow Projection:                 | 2030         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$150,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$150,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$150,000.00**

### Schedule:

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

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$150,000.00 |
| Total    | \$150,000.00 |

Year: 2030

**Police Station Boiler Replacement  
30J.1**

**CAP-30-0030**

Priority  
Score: **38.30**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                 |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | Police staff are the only users affected by the replacement of the Boilers.                                                                                                                                     |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance requirement.                                                                                                                                                         |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | 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.                                     |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project may be eligible for grant funding.                                                                                                                                                                  |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3 | It is anticipated that there will be moderate reductions in energy consumption.                                                                                                                                 |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | Project will have no direct impact on public users.                                                                                                                                                             |
| Aesthetic Value Score                | 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 Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                                                                                                                                                          |

Year: 2030

## Public Works Facility Exterior Steel Entrance Door Replacement 30M.2

**CAP-30-0040**

Priority Score: **29.50**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 30                             |
| Future Replacement Cost:       | \$40,292.56                    |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Shawn Dubosq           |
| Location/Coordinates: | 1900 20th Street East  |

### Description:

Replacement of door to correct deficiencies observed or reported during the assessment includes damaged surfaces, corrosion, worn or discoloured finishes, and operational difficulties.

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$16,600.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$16,600.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$16,600.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$16,600.00 |
| Total    | \$16,600.00 |

Year: 2030

**Public Works Facility Exterior Steel  
Entrance Door Replacement 30M.2**

**CAP-30-0040**

Priority  
Score: **29.50**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                       |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | Impacts multiple staff                                |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact                                             |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No legislative requirements                           |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 4 | Replacement is required to protect the building asset |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Will gain HVAC efficiencies                           |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Rebates programs might available                      |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 2 | Energy conserving                                     |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | No impact                                             |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | No impact                                             |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 0 | This does not affect the strategic plan               |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | No public involvement                                 |

Year: 2030

# Reconstruction of 3rd Avenue East/GR 15 - 14th St E to 18th St E - Phase 3 -30P.3

**CAP-30-0011**

Priority  
Score: **56.30**

|                                |                                                       |
|--------------------------------|-------------------------------------------------------|
| Rationale                      | Asset Management - Replacement                        |
| Strategic Plan Alignment       | A City That Moves                                     |
| Estimated Useful Life (years): | 50 years (roads), 80-100 years (watermain and sewers) |
| Future Replacement Cost:       |                                                       |

Priority Level: High - Score 49-69  
Department: Public Works and Engineering  
Staff Contact: Mason Bellamy  
Location/Coordinates:

## Description:

This is the third phase (14th Street East to 18th Street East segment) of a proposed three phase project that involves reconstructing 3rd Avenue East from 10th Street East to 18th Street East. This project will be coordinated in conjunction with the County of Grey Road reconstruction (which includes reconstruction of 3rd Avenue East roadway, replacing all the failing municipal underground infrastructure and fully reconstructing curbs/gutters and sidewalks. City related costs include: 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.

| Cash Flow Projection:                 | 2030         | 2031           |        |
|---------------------------------------|--------------|----------------|--------|
| Consulting including Design & Studies | \$580,000.00 | \$250,000.00   |        |
| In House Engineering                  | \$20,000.00  | \$20,000.00    |        |
| Communication / Signage               |              |                |        |
| Construction / Contractor             |              | \$5,000,000.00 |        |
| Materials                             |              |                |        |
| Equipment Purchases                   |              |                |        |
| Contingency                           |              | \$730,000.00   |        |
| Total                                 | \$600,000.00 | \$6,000,000.00 | \$0.00 |

## Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$6,600,000.00**

## Schedule:

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

## Funding Sources:

|                   |                |
|-------------------|----------------|
| OCIF Formula      | \$1,320,000.00 |
| Water Rates       | \$2,640,000.00 |
| Waste Water Rates | \$2,640,000.00 |
| Total             | \$6,600,000.00 |

Year: 2030

**Reconstruction of 3rd Avenue  
East/GR 15 - 14th St E to 18th St E -  
Phase 3 -30P.3**

**CAP-30-0011**

**Priority  
Score: 56.30**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                   |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | It is estimated that 5,000 to 9,999 people will be directly impacted as a result of this project. This includes the local residents and businesses as well as the travelling public.                                              |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement.                                                                                                                                                                  |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 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. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | The project has confirmed OCIF funding at less than 50% of the cost, plus includes a partnership cost component with Grey County.                                                                                                 |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3 | The project will slightly improve the natural environment and prevent further detriment.                                                                                                                                          |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                                                                                                                                                   |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | The project will improve the aesthetic value of the street scape by replacing the road and sidewalk with enhancements including tree planting.                                                                                    |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                                                                                                                                                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 2 | The project has been mentioned informally through public comments.                                                                                                                                                                |

Year: 2030

## Software Transformation - Asset Management 30A.5

**CAP-30-0024**

Priority Score: **44.50**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       |                                |
| Estimated Useful Life (years): | 07/10/2026                     |
| Future Replacement Cost:       |                                |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Corporate Services     |
| Staff Contact:        | Mark Giberson          |
| Location/Coordinates: |                        |

### Description:

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.

| Cash Flow Projection:                 | 2030         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   | \$110,550.00 |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$110,550.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$110,550.00</b> |
|-----------------------|---------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2030 |
| Substantial Completion or Purchase Date: | 12/31/2031 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$110,550.00 |
| Total    | \$110,550.00 |

Year: 2030

## Software Transformation - Asset Management 30A.5

**CAP-30-0024**

Priority Score: **44.50**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Direct impact will be City staff from various departments; however, this project will also affect delivery of all it services to staff and Citizens (>10,000 people indirectly impacted) |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No Impact on Health an Safety                                                                                                                                                            |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | The project will move the organization closer to meeting legislation.                                                                                                                    |
| Asset Management Score               | 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Both Staff time and cost savings will be achieved as a result of the project                                                                                                             |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | No opportunity for partnership or grant funding                                                                                                                                          |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment                                                                                                                                                       |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | This project does not eliminate an existing public space                                                                                                                                 |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The project has no aesthetic value                                                                                                                                                       |
| Strategic Plan Score                 | 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 Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public                                                                                                                                                    |

Year: 2030

## St. George's Baseball Diamond - Field Lights Replacement 27D.10

**CAP-30-0038**

Priority  
Score: **28.80**

|                                |                                                          |
|--------------------------------|----------------------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation              |
| Strategic Plan Alignment       | Fostering Mutually Beneficial & Respectful Relationships |
| Estimated Useful Life (years): | 20                                                       |
| Future Replacement Cost:       |                                                          |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Eckhard Pastrik        |
| Location/Coordinates: |                        |

### Description:

St. Georges baseball diamond lights have reached the end of their lifecycle and are no longer repairable. This project will replace the light fixtures (on existing poles) with new energy efficient LED lights.

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$50,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$50,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$50,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2030 |
| Substantial Completion or<br>Purchase Date: | 12/31/2030 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$50,000.00 |
| Total    | \$50,000.00 |

Year: 2030

**St. George's Baseball Diamond - Field  
Lights Replacement 27D.10**

**CAP-30-0038**

Priority  
Score: **28.80**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                        |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | The ball diamond facility is utilized by approximately 1,000 to 2,500 users annually.                                                  |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact on H&S.                                                                                                                      |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no know legislative/regulatory compliance requirement.                                                                        |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | The lights are at the end of their lifecycle and no longer repairable. Replacement is required to support rental use of the lit field. |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | The project will have little or minimal impact on current operations.                                                                  |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets three of the resource needs.                                                                                                     |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There is little or no environmental impacts associated with this project.                                                              |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | Maintains public use of an existing recreational facility.                                                                             |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | No aesthetic impact.                                                                                                                   |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports the delivery of core services through the delivery of ball diamonds.                                             |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | Informal feedback has been received on the condition of this facility.                                                                 |

Year: 2030

## Trail Design and Signage Standards Implementation 29D.1

**CAP-30-0039**

Priority  
Score: **54.50**

Rationale: Asset Management - Renewal / Rehabilitation  
Strategic Plan Alignment: A City That Moves  
Estimated Useful Life (years):  
Future Replacement Cost:

Priority Level: High - Score 49-69  
Department: Community Services  
Staff Contact: Eckhard Pastrik  
Location/Coordinates:

### Description:

Implement specific design standards developed in 2029 as part of the Trail Design and Signage Standards Development project.

| Cash Flow Projection:                 | 2030         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$150,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$150,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$150,000.00</b> |
|-----------------------|---------------------|

### Schedule:

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

### Funding Sources:

Tax Levy \$150,000.00  
Total \$150,000.00

Year: 2030

## Trail Design and Signage Standards Implementation 29D.1

**CAP-30-0039**

Priority  
Score: **54.50**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                   |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | >10,000 people will be directly impacted as a result of this project.                                                             |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | The project will move the organization closer to meeting legislation.                                                             |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | The asset is non-essential and requires upgrade/maintenance to support safe use of trail inventory and mitigate risk to the City. |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiency will be achieved as a result of this project.                                                              |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets three of the resource categories.                                                                                           |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                                                   |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery                                                                                        |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                                                                                |

Year: 2030

## Wastewater Treatment Plant Storage Tank Biosolids Cleanout (2030) 300.3

**CAP-30-0042**

Priority  
Score: **69.30**

|                                |                                             |                                          |
|--------------------------------|---------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City                    | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 50                                          | Staff Contact: Bryce McDonald            |
| Future Replacement Cost:       | \$2,000,000.00                              | Location/Coordinates:                    |

### Description:

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.

| Cash Flow Projection:                 | 2030         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$150,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$150,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$150,000.00</b> |
|-----------------------|---------------------|

### Schedule:

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

### Funding Sources:

Waste Water Rates \$150,000.00  
Total \$150,000.00

Year: 2030

# Wastewater Treatment Plant Storage Tank Biosolids Cleanout (2030) 300.3

CAP-30-0042

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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Ontario Water Resources Act                                                                                                        |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | This is a recurring requirement for asset maintenance                                                                              |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | This is a necessary regular activity in order to allow proper operation of the biosolids treatment train.                          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 2 | Funded through wastewater rates                                                                                                    |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Increased flows do not necessarily translate to increased biosolids production.                                                    |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                                |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | Prevent a possible severe odour problem.                                                                                           |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A: Core Service                                                                                                                  |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | None                                                                                                                               |

Year: 2030

## Water Treatment Plant Facility Maintenance i/c Roof 30N.7

**CAP-30-0046**

Priority  
Score: **63.40**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Maintenance |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): |                                |
| Future Replacement Cost:       |                                |

Priority Level: High - Score 49-69  
 Department: Public Works and Engineering  
 Staff Contact: Bryce McDonald  
 Location/Coordinates:

### Description:

Replacement of roof sections 1 and 2 are recommended for replacement in 2030

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$93,500.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$93,500.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2029 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$93,500.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

Water Rates \$93,500.00  
 Total \$93,500.00

Year: 2030

**Water Treatment Plant Facility  
Maintenance i/c Roof 30N.7**

**CAP-30-0046**

Priority  
Score: **63.40**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                    |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This affects the water treatment for the entire City                                                                               |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 5 | Roof failure could affect water quality and staff safety                                                                           |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | Safe Drinking Water Act                                                                                                            |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | This is identified in the 10-year plan                                                                                             |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Ultimately roof failure could cause leakage and damage to important treatment components; equipment and mechanical and electrical. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Reserves                                                                                                                           |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Not a direct link                                                                                                                  |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                                |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Not significant aesthetic impact                                                                                                   |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A: Core Service                                                                                                                  |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | None                                                                                                                               |

Year: 2030

|                                       |                                          |                    |                                                 |
|---------------------------------------|------------------------------------------|--------------------|-------------------------------------------------|
| <b>WTP Storage Facility 30N.2</b>     |                                          | <b>CAP-30-0047</b> | <b>Priority Score: 59.20</b>                    |
| <b>Rationale</b>                      | Asset Management - New Asset / Expansion |                    | <b>Priority Level:</b> High - Score 49-69       |
| <b>Strategic Plan Alignment</b>       | Green and Resilient City                 |                    | <b>Department:</b> Public Works and Engineering |
| <b>Estimated Useful Life (years):</b> |                                          |                    | <b>Staff Contact:</b> Bryce McDonald            |
| <b>Future Replacement Cost:</b>       |                                          |                    | <b>Location/Coordinates:</b>                    |

**Description:**  
 Space for maintenance workshop, critical parts, chemicals and emergency supplies. 2030- Location selection, site prep and design; 2031- Construction

| Cash Flow Projection:                 | 2030        | 2031         |        |
|---------------------------------------|-------------|--------------|--------|
| Consulting including Design & Studies | \$50,000.00 |              |        |
| In House Engineering                  |             |              |        |
| Communication / Signage               |             |              |        |
| Construction / Contractor             |             | \$150,000.00 |        |
| Materials                             |             |              |        |
| Equipment Purchases                   |             |              |        |
| Contingency                           |             |              |        |
| Total                                 | \$50,000.00 | \$150,000.00 | \$0.00 |

**Costs Incurred to 2029 Year End**

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$200,000.00**

|                           |            |
|---------------------------|------------|
| <b>Schedule:</b>          |            |
| Construction Start Date:  | 01/01/2030 |
| Substantial Completion or |            |
| Purchase Date:            | 12/31/2031 |

|                         |              |
|-------------------------|--------------|
| <b>Funding Sources:</b> |              |
| Water Rates             | \$200,000.00 |
| Total                   | \$200,000.00 |

**WTP Storage Facility 30N.2****CAP-30-0047**

Year: 2030  
 Priority Score: **59.20**

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

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | The entire population may be affected if we fail to store critical parts and supplies on-site that could result in a plant shut-down as we source supplies.                                                              |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 4 | There is a significant H&S risk related to the improper storage of parts and materials. From hazardous or dangerous goods to general housekeeping to prevent trips and fall organized storage is critical for operations |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | Under the Safe Drinking Water Act we are required to keep the drinking water system in a fit state of repair. Part of that is ensure we maintain adequate supplies in case of emergency.                                 |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | Not specifically identified, but limited space has been noted.                                                                                                                                                           |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | As previously mentioned this project is critical for operational continuity and ensuring adequate resources in case of emergency.                                                                                        |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 0 | Not that I am aware of                                                                                                                                                                                                   |
| Environment Score                    | Environment Score Does the project address needs impacted by climate change?                                                                                             | 3 | Potentially. With climate change come more severe weather events resulting in stresses on our treatment plant processes. Have adequate storage space will allow for more emergency supplies.                             |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | N/A                                                                                                                                                                                                                      |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 0 | N/A                                                                                                                                                                                                                      |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | Service Excellence. Being a to provide a more reliable treatment process and supply.                                                                                                                                     |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Not as of yet.                                                                                                                                                                                                           |

Year: 2030

## WWTP Instrumentation/SCADA (2030) 300.4

**CAP-30-0043**

Priority  
Score: **66.00**

|                                |                                             |                                          |
|--------------------------------|---------------------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City                    | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 7                                           | Staff Contact: Bryce McDonald            |
| Future Replacement Cost:       |                                             | Location/Coordinates:                    |

### Description:

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.

| Cash Flow Projection:                 | 2030        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$40,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$40,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2029 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$40,000.00</b> |
|-----------------------|--------------------|

### Schedule:

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

### Funding Sources:

|                   |             |
|-------------------|-------------|
| Waste Water Rates | \$40,000.00 |
| Total             | \$40,000.00 |

Year: 2030

**WWTP Instrumentation/SCADA (2030)**  
**300.4**

**CAP-30-0043**

Priority  
Score: **66.00**

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This can affect the wastewater treatment train which affects the entire City                                                                                                               |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Ontario Water Resources Act                                                                                                                                                                |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 4 | These are identified on the 10 year plan                                                                                                                                                   |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 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) |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Funded through wastewater rates                                                                                                                                                            |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                                                                                        |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | No adverse affect                                                                                                                                                                          |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A: Core Service                                                                                                                                                                          |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | None                                                                                                                                                                                       |

# 2031 Capital Detail Sheets

Year: 2031

## Asphalt & Concrete Replacement (2031) 31P.2

**CAP-31-0009**

Priority  
Score: **71.30**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Maintenance |
| Strategic Plan Alignment       | A City That Moves              |
| Estimated Useful Life (years): | 40                             |
| Future Replacement Cost:       |                                |

Priority Level: Very High - Score 70+  
 Department: Public Works and Engineering  
 Staff Contact: Mason Bellamy  
 Location/Coordinates:

### Description:

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. Detailed locations to be determined prior to construction year.

| Cash Flow Projection:                 | 2031         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  | \$15,000.00  |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$685,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$700,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$700,000.00**

### Schedule:

Construction Start Date: 01/01/2031  
 Substantial Completion or  
 Purchase Date: 12/31/2031

### Funding Sources:

|                 |              |
|-----------------|--------------|
| Federal Gas Tax | \$700,000.00 |
| Total           | \$700,000.00 |

Year: 2031

## Asphalt & Concrete Replacement (2031) 31P.2

**CAP-31-0009**

Priority  
Score: **71.30**

### 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 & Safety Score                | 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 roads are not resurfaced from drivers or cyclists avoiding potholes or other deficiencies in the road                             |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | The City has minimum maintenance standards it is required to meet.                                                                                       |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | This 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 Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Road resurfacing will reduce operation costs associated with the road maintenance (eg repairing pot holes).                                              |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets 3 resource categories                                                                                                                              |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 3 | Minor positive impact will be realized from this project due to improved drainage.                                                                       |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | Some sidewalk replacement and improved cycling (active transportation enhancements).                                                                     |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | The project addresses a failing aesthetic value and provides for an improvement.                                                                         |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | This project is identified in the strategic plan to improve road conditions                                                                              |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 4 | Road resurfacing has been requested multiple times through public engagement                                                                             |

Year: 2031

## Bayshore - Roof Top Units (RTU)s Replacement 31H.5

**CAP-31-0005**

Priority Score: **35.50**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | City Building                  |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$323,750 in 2056              |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Ryan Gowan             |
| Location/Coordinates: |                        |

### Description:

This project would see the replacement of the following Roof Top Units (RTUs) at the Bayshore Community Centre. RTU 10 - 3 tonne unit which currently provides heating and cooling for the Attack Staff Office. This unit has been in service since 2002 and is reaching the end of its useful life. RTU 11 - 12 tonne unit that currently services the South East concourse of the arena bowl. This unit has been in service since 2001 and is reaching the end of its useful life. RTU 2 - 7.5 tonne unit which services Shore Room 1, the foyer between the Bay and Sound room and the banquet hall washrooms. This unit has been in service since 2001 and is reaching the end of its useful life. RTU 3 - 25 tonne unit which currently provides heating and cooling for the Bay Room. This unit has been in service since 2002 and is reaching the end of its useful life. RTU 8 - 12.5 tonne unit which currently provides heating and cooling for the front lobby. This unit has been in service since 2001 and is reaching the end of its useful life. This project would be completed during the summer months by an HVAC contractor.

| Cash Flow Projection:                 | 2031         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$204,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$204,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$204,000.00</b> |
|-----------------------|---------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2031 |
| Substantial Completion or Purchase Date: | 12/31/2031 |

### Funding Sources:

|          |              |
|----------|--------------|
| Reserves | \$204,000.00 |
| Total    | \$204,000.00 |

Year: 2031

## Bayshore - Roof Top Units (RTU)s Replacement 31H.5

**CAP-31-0005**

Priority Score: **35.50**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                        |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | These units service the Bayshore Community Centre. This space sees thousands of people annually.                                       |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | There is no impact to health and safety unless the unit fails.                                                                         |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | there is no legislation requiring this project be completed.                                                                           |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | The asset is required to provide a non-essential service, but has either:<br>• failed; or<br>• requires maintenance to prevent failure |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There will be a slight impact to the operation, less downtime and maintenance.                                                         |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | The project meets three resource categories:<br>• Financial resources<br>• Human resources<br>• Scheduling feasibility                 |
| Environment Score                    | Environment Score Does the project address needs impacted by climate change?                                                                                             | 2 | New units will be more efficient, so there will be a slight impact on the environment.                                                 |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project will maintain existing public spaces                                                                                      |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | There will be no aesthetic value with this project.                                                                                    |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project will support core service delivery.                                                                                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | There has been unsolicited feedback when the current RTUs aren't working properly.                                                     |

Year: 2031

## Bayshore Dressing Room Rubber Floor Replacement 31H.1

**CAP-31-0001**

Priority Score: **39.10**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | City Building                  |
| Estimated Useful Life (years): | 25                             |
| Future Replacement Cost:       | \$656,250 in 2056              |

Priority Level: Moderate - Score 21-48  
 Department: Community Services  
 Staff Contact: Ryan Gowan  
 Location/Coordinates:

### Description:

This project involves the replacement of the existing skate tile flooring in the dressing rooms at the Bayshore Community Centre. The current flooring, over 20 years old, has reached the end of its useful life and is showing signs of significant wear and tear, including cracks and peeling. This work will happen in the North end dressing rooms including the refs room, hallway, room 4, 5, 6 and 7 at the Bayshore Community Centre. With the remaining south hallways, dressing room 1, 2 and 3 to be completed the following year. This work would be completed by a contractor during the summer months when the ice is removed between May and August. New skate tile will be much safer as the existing floor is deteriorating and will be much easier to maintain and keep clean.

| Cash Flow Projection:                 | 2031         | 2032         |        |
|---------------------------------------|--------------|--------------|--------|
| Consulting including Design & Studies |              |              |        |
| In House Engineering                  |              |              |        |
| Communication / Signage               |              |              |        |
| Construction / Contractor             |              |              |        |
| Materials                             | \$375,000.00 | \$375,000.00 |        |
| Equipment Purchases                   |              |              |        |
| Contingency                           |              |              |        |
| Total                                 | \$375,000.00 | \$375,000.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$750,000.00**

### Schedule:

Construction Start Date: 01/01/2031  
 Substantial Completion or Purchase Date: 12/31/2031

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$750,000.00 |
| Total    | \$750,000.00 |

Year: 2031

## Bayshore Dressing Room Rubber Floor Replacement 31H.1

**CAP-31-0001**

Priority Score: **39.10**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                              |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Between 2500-5000 people use these rooms and hallways annually.                                                                              |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | There is potential for slips and trips on the existing flooring.                                                                             |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is currently no know legislative requirement for this project.                                                                         |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Asset has reached the end of its useful life and requires replacement to prevent further deterioration.                                      |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | there will be a very slight operational efficiency, as the new floor would be easier to maintain.                                            |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets three categories.                                                                                                                      |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | This project will have no impact on the environment.                                                                                         |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project would maintain a current public space.                                                                                          |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 5 | This project will dramatically improve the aesthetic value of the current asset. A new floor will modernize the facility and dressing rooms. |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project support core service delivery.                                                                                                  |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | This project has been mentioned in unsolicited feedback.                                                                                     |

Year: 2031

## Bayshore Dressing Room Shower Upgrades 31H.2

**CAP-31-0002**

**Priority Score:** **25.70**

|                                       |                                             |
|---------------------------------------|---------------------------------------------|
| <b>Rationale</b>                      | Asset Management - Renewal / Rehabilitation |
| <b>Strategic Plan Alignment</b>       | City Building                               |
| <b>Estimated Useful Life (years):</b> | 20                                          |
| <b>Future Replacement Cost:</b>       | 48,000 in 2051                              |

|                              |                                                                                                               |
|------------------------------|---------------------------------------------------------------------------------------------------------------|
| <b>Priority Level:</b>       | Moderate - Score 21-48                                                                                        |
| <b>Department:</b>           | Community Services                                                                                            |
| <b>Staff Contact:</b>        | Ryan Gowan                                                                                                    |
| <b>Location/Coordinates:</b> | Dressing room shower facilities be upgraded at the Bayshore Community Centre with new fixtures, and surrounds |

### Description:

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.

| <b>Cash Flow Projection:</b>          | <b>2031</b>        |               |               |
|---------------------------------------|--------------------|---------------|---------------|
| Consulting including Design & Studies |                    |               |               |
| In House Engineering                  |                    |               |               |
| Communication / Signage               |                    |               |               |
| Construction / Contractor             | \$30,000.00        |               |               |
| Materials                             |                    |               |               |
| Equipment Purchases                   |                    |               |               |
| Contingency                           |                    |               |               |
| <b>Total</b>                          | <b>\$30,000.00</b> | <b>\$0.00</b> | <b>\$0.00</b> |

### Costs Incurred to 2030 Year End

|                                    |  |  |  |
|------------------------------------|--|--|--|
| <b>Impact on Operating Budget:</b> |  |  |  |
|------------------------------------|--|--|--|

**Total Project Budget: \$30,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2031 |
| Substantial Completion or Purchase Date: | 12/31/2031 |

### Funding Sources:

|              |                    |
|--------------|--------------------|
| Tax Levy     | \$30,000.00        |
| <b>Total</b> | <b>\$30,000.00</b> |

Year: 2031

## Bayshore Dressing Room Shower Upgrades 31H.2

**CAP-31-0002**

Priority  
Score: **25.70**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                    |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Thousands of people annually use the dressing room and shower facilities at the Bayshore.          |
| Health & Safety Score                | 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 risk to health and safety.                                                   |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no know legislation mandating this project at this time.                                  |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | This is a much needed enhancement to a current asset.                                              |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little to no impact on operational performance.                                      |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | 3 resource categories met                                                                          |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | This project will have minimal impact on the environment.                                          |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project will maintain an existing space.                                                      |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | This project will improve the aesthetic value of the asset.                                        |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports core service delivery.                                                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | the current state of the showers and how they function has been mentioned in unsolicited feedback. |

Year: 2031

## Bayshore Elevator Modernization 31H.3

**CAP-31-0003**

Priority  
Score: **27.70**

|                                |                                             |
|--------------------------------|---------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation |
| Strategic Plan Alignment       | City Building                               |
| Estimated Useful Life (years): | 20                                          |
| Future Replacement Cost:       | \$224,000 in 2051                           |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Ryan Gowan             |
| Location/Coordinates: |                        |

### Description:

This project would see the enhancement of the Bayshore elevator. The elevator was installed in 2001 and is in need of repairs. The interior would be updated, replacing damaged panels, flooring, and lighting, as well as upgrading the operation controls and panel to be more modern and safer for use. This work would be completed by a licensed contractor.

| Cash Flow Projection:                 | 2031         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$140,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$140,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2030 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$140,000.00</b> |
|-----------------------|---------------------|

### Schedule:

|                                             |            |
|---------------------------------------------|------------|
| Construction Start Date:                    | 01/01/2031 |
| Substantial Completion or<br>Purchase Date: | 12/31/2031 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$140,000.00 |
| Total    | \$140,000.00 |

Year: 2031

# Bayshore Elevator Modernization 31H.3

**CAP-31-0003**

Priority  
Score: **27.70**

## Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Several thousand people use this elevator annually. This is the only means for patrons with accessibility needs to get to the upper concourse of the facility. |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | This project will not have an impact on health and safety.                                                                                                     |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | there is no known legislation mandating this project at this time.                                                                                             |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | This project will fix some damage to existing elevator, but could be reasonably deferred because asset is functioning as expected.                             |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be a slight impact on the operational performance.                                                                                                  |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets three resource categories.                                                                                                                               |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There is little to no impact on the environment.                                                                                                               |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project maintains a current public space.                                                                                                                 |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | There will be a definite improvement to the aesthetic value of the asset.                                                                                      |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports core service delivery.                                                                                                                   |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | This project has been mentioned in unsolicited feedback by users of the elevator.                                                                              |

Year: 2031

## Bayshore Exterior Brick Repairs/Sealing 31H.4

**CAP-31-0004**

Priority Score: **28.90**

|                                |                                             |
|--------------------------------|---------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation |
| Strategic Plan Alignment       | City Building                               |
| Estimated Useful Life (years): | 30                                          |
| Future Replacement Cost:       | 95000 in 2061                               |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Ryan Gowan             |
| Location/Coordinates: |                        |

### Description:

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.

| Cash Flow Projection:                 | 2031        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$50,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$50,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$50,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2031 |
| Substantial Completion or Purchase Date: | 12/31/2031 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$50,000.00 |
| Total    | \$50,000.00 |

Year: 2031

**Bayshore Exterior Brick  
Repairs/Sealing 31H.4**

**CAP-31-0004**

Priority  
Score: **28.90**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                           |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | Thousands of people use the Bayshore annually, though the users are not directly impacted.                                                                                                |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 2 | As the brick continues to absorb moisture the brick will begin to deteriorate, which may lead to potential risk of injury if the brick falls apart and would land on the sidewalks below. |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no know legislation at this time.                                                                                                                                                |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | The activity is maintenance that can reasonably be deferred because the asset is currently functioning as intended.                                                                       |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | this project will have little to no impact on the operations.                                                                                                                             |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | 3 resource categories met.                                                                                                                                                                |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | This will have little to no impact on the environment.                                                                                                                                    |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project will maintain a current public space.                                                                                                                                        |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | This project will improve the aesthetic value of the asset, though there is not a failure at this time.                                                                                   |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project will maintain a current public space, being the exterior of the facility.                                                                                                    |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | There has been some unsolicited feedback regarding the black all over the bricks on the Bayshore exterior.                                                                                |

Year: 2031

## Bridge Rehabilitation - 4th Avenue West over Pottawatommi River 31P.3

**CAP-31-0010**

Priority  
Score: **60.90**

|                                |                                             |
|--------------------------------|---------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation |
| Strategic Plan Alignment       | A City That Moves                           |
| Estimated Useful Life (years): | 50                                          |
| Future Replacement Cost:       | \$18,000,000.00                             |

Priority Level: High - Score 49-69  
 Department: Public Works and Engineering  
 Staff Contact: Mason Bellamy  
 Location/Coordinates: 350 4th Avenue West, Owen Sound

### Description:

Rehabilitation project to realize the expected service life of the structure.

| Cash Flow Projection:                 | 2031        | 2032         | 2033        |
|---------------------------------------|-------------|--------------|-------------|
| Consulting including Design & Studies | \$70,000.00 | \$40,000.00  | \$16,000.00 |
| In House Engineering                  | \$10,000.00 | \$5,000.00   | \$4,000.00  |
| Communication / Signage               |             |              |             |
| Construction / Contractor             |             | \$605,000.00 |             |
| Materials                             |             |              |             |
| Equipment Purchases                   |             |              |             |
| Contingency                           |             |              |             |
| Total                                 | \$80,000.00 | \$650,000.00 | \$20,000.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$750,000.00**

### Schedule:

Construction Start Date: 01/01/2031  
 Substantial Completion or  
 Purchase Date: 12/31/2033

### Funding Sources:

Tax Levy \$750,000.00  
 Total \$750,000.00

**Bridge Rehabilitation - 4th Avenue  
West over Pottawatomni River 31P.3**

**CAP-31-0010**

**Year: 2031**  
**Priority Score: 60.90**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | This bridge had an AADT of 4,445 vehicles in 2016. This equates to a population use of approximately 9,000 persons per day including pedestrians and cyclists.                                                                                                                                                                                                                                                                              |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Not completing this project will result in deterioration of the bridge leading to load restrictions, closure and ultimately premature failure (unrealised expected service life of 80 years). If the failure occurs unexpectedly, multiple injuries may result if the project does not proceed.                                                                                                                                             |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | Provincial legislation and regulations mandate bridge inspections to be completed and documented every two years and bridge repairs and maintenance to be completed as action items and recommendations from the inspection reports.                                                                                                                                                                                                        |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 4 | There is a moderate probability of failure with high consequences. This is critical infrastructure that should be maintained as per the City's asset management plan.                                                                                                                                                                                                                                                                       |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Not completing this rehabilitation will result in increased repair costs and may result in load posting and restricted access by certain vehicles including City operational (winter control, transit, etc.) and emergency uses. Operational efficiencies will be achieved as a result of this project.                                                                                                                                     |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | 3 resource categories met.                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Environment Score                    | Environment Score Does the project address needs impacted by climate change?                                                                                             | 1 | There are no known environmental impacts related to this project.                                                                                                                                                                                                                                                                                                                                                                           |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space. Additionally, the imposition of load restrictions and/or bridge closure would have significant impact on the economic well-being of the City and the Brooke community. The only remaining access, not including a long detour via the Township of Georgian Bluffs and the 7th Avenue W/14th St W bridge is the bridge over the Pottawatomni River on 2nd Avenue West/Eddie Sargent Parkway. |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 4 | The project addresses a failing aesthetic value and provides for an improvement. A deteriorated bridge is not aesthetically pleasing.                                                                                                                                                                                                                                                                                                       |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project is not specifically identified in the City's strategic plan but it does support a City that moves. It supports core service delivery.                                                                                                                                                                                                                                                                                          |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | There have been no documented concerns or comments from the public regarding this bridge but informal comments have been received about some aspects of the bridge's appearance.                                                                                                                                                                                                                                                            |

Year: 2031

## Condition Assessment Municipal Reservoir 31N.1

**CAP-31-0030**

Priority Score: **64.40**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Maintenance |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 5                              |
| Future Replacement Cost:       |                                |

Priority Level: High - Score 49-69  
 Department: Public Works and Engineering  
 Staff Contact: Bryce McDonald  
 Location/Coordinates:

### Description:

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.

| Cash Flow Projection:                 | 2031        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$20,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$20,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$20,000.00</b> |
|-----------------------|--------------------|

### Schedule:

Construction Start Date: 01/01/2031  
 Substantial Completion or Purchase Date: 12/31/2031

### Funding Sources:

|             |             |
|-------------|-------------|
| Water Rates | \$20,000.00 |
| Total       | \$20,000.00 |

Year: 2031

## Condition Assessment Municipal Reservoir 31N.1

CAP-31-0030

Priority Score: 64.40

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This affects the City's primary drinking water system water reservoir. Failure of this infrastructure would affect the drinking water for the entire City, and fire suppression (as it provides storage capacity for fire protection) for the entire municipal system.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Health & Safety Score                | 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. Structural failure up to and including collapse would have a catastrophic impact on the water supply, as the reservoir allows the treatment plant to "make" water 24 hours a day, despite water consumption being primarily during the day and evening. Further, the reservoir provides storage to supplement the distribution system under fire flow conditions (i.e. when hydrants are drawing water faster than the plant can supply it).                                                                                                                                                                              |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Safe Drinking Water Act                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | Maintenance activity; however, not recommended to be deferred as reservoir is critical to system operations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Reservoir issues resulting in low chlorine residual or high turbidity could result in Boil Water Advisories. Deterioration of structural condition without the City's understanding of that degradation would leave the City unprepared for end-of-service life expenses, and would increase risk of failure.                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | Re-occurring, low impact on resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Environment Score                    | Environment Score Does the project address needs impacted by climate change?                                                                                             | 1 | Climate change trends indicate that average surface water temperatures are rising. Diurnal temperature swings during the shoulder seasons may be more variable. This freeze-thaw affects the frost penetration and can increase the failure rate (breakage rate) of metallic pipe. If more water is lost, and it becomes harder to process water quickly due to increased sediment or biological loading (from higher intake water temperatures), with the expected population growth, it will become even more critical to have storage capacity in the reservoir. In fact, an additional storage facility is expected to be required at some point in the future. It is imperative to ensure the reservoir is maintained to the best possible degree. |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | No adverse impact on aesthetic value                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Core Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

Year: 2031

## Fire - Auto Extrication (Battery Powered Tools)

Priority Score: 51.40

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Safe City                      |
| Estimated Useful Life (years): | 15                             |
| Future Replacement Cost:       |                                |

|                                    |
|------------------------------------|
| Priority Level: High - Score 49-69 |
| Department: Fire                   |
| Staff Contact: Greg Nicol          |
| Location/Coordinates:              |

### Description:

Several Auto Extrication Devices are in need of replacement. These pieces of rescue equipment include combination tool, cutter, and spreader (often known in the fire service as "Jaws of Life"). This is a scheduled replacement of assets.

| Cash Flow Projection:                 | 2031        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$71,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$71,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |             |
|-----------------------|-------------|
| Total Project Budget: | \$71,000.00 |
|-----------------------|-------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2031 |
| Substantial Completion or Purchase Date: | 12/31/2031 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$71,000.00 |
| Total    | \$71,000.00 |

Year: 2031

## Fire - Auto Extrication (Battery Powered Tools)

Priority Score: **51.40**

### Justification for Matrix Values

#### Score 0 - 5

#### Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                   |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | Firefighters are the direct users. All motorists in the city could potentially need the use of equipment if involved in a MVC.                                                    |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No legislation for replacement. Auto Extrication Certification and training is legislated by the province and the equipment is required to achieve certification.                 |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Auto Extrication Equipment is a Capital Asset.                                                                                                                                    |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | A Replacement of the asset will result in slightly reduced maintenance hours- repairing the aged equipment.                                                                       |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | This project meets all four resource categories.                                                                                                                                  |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project does not eliminate an existing public space.                                                                                                                          |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Safe City                                                                                                                                                                         |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | NA                                                                                                                                                                                |

Year: 2031

## Fire Hydrant Flow Testing (2031) 31N.2

**CAP-31-0031**

Priority  
Score: **61.80**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Maintenance |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): |                                |
| Future Replacement Cost:       |                                |

Priority Level: High - Score 49-69  
 Department: Public Works and Engineering  
 Staff Contact: Bryce McDonald  
 Location/Coordinates:

### Description:

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.

| Cash Flow Projection:                 | 2031        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$50,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$50,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2030 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$50,000.00</b> |
|-----------------------|--------------------|

### Schedule:

Construction Start Date: 01/01/2031  
 Substantial Completion or  
 Purchase Date: 12/31/2031

### Funding Sources:

|             |             |
|-------------|-------------|
| Water Rates | \$50,000.00 |
| Total       | \$50,000.00 |

Year: 2031

## Fire Hydrant Flow Testing (2031) 31N.2

**CAP-31-0031**

Priority  
Score: **61.80**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | Entire City Water Distribution System                                                                            |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Mischaracterising hydrant capacity can lead to the use of the incorrect hydrant by emergency services            |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | NFPA 291                                                                                                         |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | Part of required testing of the assets                                                                           |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Can result in incorrect fire flow estimations which can affect fire protection for existing and new development. |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets 3 resource categories                                                                                      |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | No impact on the environment                                                                                     |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted                                                                              |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | N/A                                                                                                              |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A : Core Service                                                                                               |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | N/A                                                                                                              |

Year: 2031

## Fire Services Bunker Gear Replacement 31U.4

**CAP-31-0015**

Priority Score: **70.80**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Safe City                      |
| Estimated Useful Life (years): | 10                             |
| Future Replacement Cost:       |                                |

Priority Level: Very High - Score 70+  
 Department: Fire  
 Staff Contact: Greg Nicol  
 Location/Coordinates:

### Description:

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). 25 year - PPE replacement schedule has been created and updated yearly. This project is a recurring yearly project, indefinitely. Funding is from fire bunker gear reserve.

| Cash Flow Projection:                 | 2031        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             | \$47,500.00 |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$47,500.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$47,500.00**

### Schedule:

Construction Start Date: 01/01/2031  
 Substantial Completion or Purchase Date: 12/31/2031

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$47,500.00 |
| Total    | \$47,500.00 |

Year: 2031

## Fire Services Bunker Gear Replacement 31U.4

**CAP-31-0015**

Priority Score: **70.80**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                               |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | 26 Suppression Firefighters & 5 support personnel                                                                             |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 5 | The utmost highest priority is that we provide adequate and appropriate PPE to protect our Firefighters.                      |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | NFPA 1971 - Standard on Protective Ensembles for Structural Fire Fighting.                                                    |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | Failure of Asset can result in critical injury.                                                                               |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Replacement of the asset increases reliability of operations.                                                                 |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | This project meets all four resource categories                                                                               |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | NA                                                                                                                            |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 5 | Scheduled replacement of the pooled asset includes funding for future PPE replacement of diversity recruitment opportunities. |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Safe City                                                                                                                     |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | NA                                                                                                                            |

Year: 2031

## Greenwood Cemetery Administrative Office Interior Upgrade 31D.50

**CAP-31-0016**

Priority  
Score: **38.10**

|                                |                                             |
|--------------------------------|---------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation |
| Strategic Plan Alignment       | City Building                               |
| Estimated Useful Life (years): |                                             |
| Future Replacement Cost:       |                                             |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Eckhard Pastrik        |
| Location/Coordinates: |                        |

### Description:

The existing structure is one of the oldest buildings in Owen Sound and is one of the oldest homes in the City. The building is a listed heritage property. The structure is in need of space spatial modifications to support controlled access for visitors and define a staff only administrative area. The finishes in the structure are aging and in need of a refresh. The main floor must house a formal receiving area, secure office space to support Cemetery Supervisor and administrative support staff. The lower floor is intended to be used for cemetery operations and requires a meeting space for staff (Cemetery and Arboriculture both operate out of this facility). The main floor should not be used for operational activities to avoid impact on cleanliness of space and conflict with administrative functions.

| Cash Flow Projection:                 | 2031        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$75,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$75,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$75,000.00**

### Schedule:

|                           |            |
|---------------------------|------------|
| Construction Start Date:  | 01/01/2031 |
| Substantial Completion or |            |
| Purchase Date:            | 12/31/2031 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$75,000.00 |
| Total    | \$75,000.00 |

Year: 2031

**Greenwood Cemetery Administrative  
Office Interior Upgrade 31D.50**

**CAP-31-0016**

Priority  
Score: **38.10**

**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 & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | Spatial layout modifications will establish independent area for public and staff.                                                                                     |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 2 | There is not immediate requirement.                                                                                                                                    |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | The asset is an essential component in the delivery of cemetery services and in need of maintenance to update facility to current standards.                           |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiency will be achieved with dedicated work space for administrative functions and defined area to support operations work (meetings/computer access). |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets three resource categories.                                                                                                                                       |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | The project will have little to no impact on environment.                                                                                                              |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | The project will have no direct impact on public users.                                                                                                                |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 5 | Dramatic improvement on aesthetic quality of primary cemetery space that receives grieving families.                                                                   |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports core service                                                                                                                                                  |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project will support public use of a portion of the building to support core service delivery.                                                                     |

Year: 2031

## Harrison Park Seniors Centre Garage Roof 31D.1

**CAP-31-0021**

Priority  
Score: **20.00**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 30                             |
| Future Replacement Cost:       | \$30,000.00                    |

Priority Level: Low - Score 0-20  
 Department: Community Services  
 Staff Contact: Shawn Dubosq  
 Location/Coordinates:

### Description:

Replacement of seniors centre garage roof to extend life of the asset.

| Cash Flow Projection:                 | 2031        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$10,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$10,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$10,000.00</b> |
|-----------------------|--------------------|

### Schedule:

Construction Start Date: 01/01/2031  
 Substantial Completion or  
 Purchase Date: 12/31/2031

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$10,000.00 |
| Total    | \$10,000.00 |

Year: 2031

**Harrison Park Seniors Centre Garage  
Roof 31D.1**

**CAP-31-0021**

Priority  
Score: **20.00**

**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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement.                                                    |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | The activity is maintenance that can reasonably be deferred because the asset is currently functioning as intended. |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the                                          |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | The project meets two resource categories.                                                                          |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The project does not eliminate an existing public space                                                             |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project supports a core service                                                                                |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | The project has been mentioned in unsolicited feedback.                                                             |

Year: 2031

## IT Network Switches (2031) 31A.1

**CAP-31-0017**

Priority Score: **60.90**

|                                |                                |                       |                    |
|--------------------------------|--------------------------------|-----------------------|--------------------|
| Rationale                      | Asset Management - Replacement | Priority Level:       | High - Score 49-69 |
| Strategic Plan Alignment       | City Building                  | Department:           | Corporate Services |
| Estimated Useful Life (years): | 7 Years                        | Staff Contact:        | Mark Giberson      |
| Future Replacement Cost:       | \$115,500.00                   | Location/Coordinates: |                    |

### Description:

The Network Switch Replacement project consists of the systematic replacement of aging and end-of-life network switching equipment across the organization's facilities. A number of existing switches have reached or are approaching manufacturer end-of-support status, limiting the availability of security updates, firmware enhancements, and vendor support. Network switches are replaced on a planned 7- to 10-year lifecycle to maintain performance, ensure continued vendor support, and reduce the risk of failure associated with aging infrastructure. This initiative will modernize the network infrastructure through the deployment of current-generation managed switches, ensuring continued operational reliability and alignment with organizational technology standards. The proposed upgrades will enhance network performance, capacity, and resiliency while reducing the risk of service disruptions and security vulnerabilities. The new switching infrastructure will support current and future service requirements, including voice, data, and cloud-based applications, and will provide improved functionality such as Power over Ethernet (PoE), advanced traffic management, and higher-speed connectivity. This investment supports the organization's long-term asset management strategy and commitment to maintaining secure, reliable, and efficient IT services.

| Cash Flow Projection:                 | 2031         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   | \$100,500.00 |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$100,500.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$100,500.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2031 |
| Substantial Completion or Purchase Date: | 12/31/2031 |

### Funding Sources:

|          |              |
|----------|--------------|
| Reserves | \$100,500.00 |
| Total    | \$100,500.00 |

|                                         |                    |                                                   |
|-----------------------------------------|--------------------|---------------------------------------------------|
| <b>IT Network Switches (2031) 31A.1</b> | <b>CAP-31-0017</b> | <b>Year: 2031</b><br><b>Priority Score: 60.90</b> |
|-----------------------------------------|--------------------|---------------------------------------------------|

**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. Mostly Staff and people utilizing direct digital services from the City.                                                                                                                                                                                                                                                                      |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | If the project does not proceed, failure of aging network infrastructure could disrupt emergency communications, facility safety systems, and critical staff operations. These disruptions present a credible risk pathway where multiple injuries may result due to delayed response times and reduced system reliability.                                                                                        |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | The replacement of network switching infrastructure will strengthen the City's ability to meet legislative and regulatory obligations related to cybersecurity, data protection, and system integrity. While current systems remain operational, aging and unsupported hardware increases the risk of future non-compliance.                                                                                       |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | The City's network switching infrastructure is a critical asset required to deliver essential municipal services, including communications, public safety systems, and internal operations. Much of the existing equipment is approaching end-of-life and presents an increasing risk of failure and loss of vendor support.                                                                                       |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | The replacement of network switching infrastructure will improve operational efficiency by enhancing system reliability, reducing downtime, and minimizing reactive maintenance efforts. These improvements will support more consistent service delivery and more efficient use of staff time.                                                                                                                    |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | The project has confirmed financial resources through reserves, and the required technology and human resources are available to support implementation. While scheduling will require coordination to minimize operational disruption, the project is well-positioned to proceed.                                                                                                                                 |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 2 | The replacement of network switching infrastructure will result in modest environmental benefits through improved energy efficiency and reduced power consumption compared to aging equipment. While the project is not a primary environmental initiative, it will contribute to incremental reductions in energy use and prevent further inefficiencies.                                                         |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project supports the continued delivery of municipal services relied upon by the public by maintaining reliable network infrastructure. While it does not introduce new services or directly expand access to specific populations, it ensures continuity of existing services and prevents degradation.                                                                                                       |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | The network switching infrastructure is located within secured technical environments and is not visible to the public. As such, the project does not impact the aesthetic value of municipal assets.                                                                                                                                                                                                              |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 5 | The replacement of network switching infrastructure directly supports multiple strategic priorities identified in the City's Vision 2050 plan, including City Building, Safe City, and Prosperous City, with secondary alignment to Green & Resilient City. As foundational infrastructure, the project enables reliable service delivery, operational resilience, and digital capability across the organization. |

|                    |                                                            |   |                                                                                                                                                                                                                                                 |
|--------------------|------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Public Input Score | Has the project been identified through public engagement? | 0 | The project has not been identified through formal or informal public engagement processes. While it provides indirect benefits to the public through improved service reliability, it has not been the subject of public requests or feedback. |
|--------------------|------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Year: 2031

|                                       |                                |                    |                                               |
|---------------------------------------|--------------------------------|--------------------|-----------------------------------------------|
| <b>IT Server Replacement 29A.1</b>    |                                | <b>CAP-31-0018</b> | <b>Priority Score: 46.00</b>                  |
| <b>Rationale</b>                      | Asset Management - Replacement |                    | <b>Priority Level:</b> Moderate - Score 21-48 |
| <b>Strategic Plan Alignment</b>       |                                |                    | <b>Department:</b> Corporate Services         |
| <b>Estimated Useful Life (years):</b> | 7                              |                    | <b>Staff Contact:</b> Mark Giberson           |
| <b>Future Replacement Cost:</b>       | \$175,220.00                   |                    | <b>Location/Coordinates:</b>                  |

**Description:**  
Servers for main city applications will be replaced based on right sizing to ensure future growth, redundancy and sustainability. By 2031 all equipment will be out of warranty, with an average age 5 years, which is the normal useful life of servers.

| Cash Flow Projection:                 | 2031         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   | \$162,700.00 |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$162,700.00 | \$0.00 | \$0.00 |

**Costs Incurred to 2030 Year End**

**Impact on Operating Budget:**

**Total Project Budget: \$162,700.00**

**Schedule:**  
Construction Start Date: 01/01/2031  
Substantial Completion or Purchase Date: 12/31/2031

**Funding Sources:**

|          |              |
|----------|--------------|
| Reserves | \$162,700.00 |
| Total    | \$162,700.00 |

|                                    |                    |                                                   |
|------------------------------------|--------------------|---------------------------------------------------|
| <b>IT Server Replacement 29A.1</b> | <b>CAP-31-0018</b> | <b>Year: 2031</b><br><b>Priority Score: 46.00</b> |
|------------------------------------|--------------------|---------------------------------------------------|

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | Affects delivery of services to all Citizen's of Owen Sound                      |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | N/A                                                                              |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | No known legislative/regulatory compliance                                       |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | moderate probability of failure; low consequence                                 |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiencies will be achieved                                        |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Funded through reserves                                                          |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little or no impact on environment as a result of the project                    |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | The Project does not eliminate an existing public                                |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | Project supports an objective of the Strategic Plan ( Operational effectiveness) |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public                                            |

Year: 2031

## JMRRC Compressor 1 Replacement 301.1

**CAP-31-0019**

Priority  
Score: **35.10**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | City Building                  |
| Estimated Useful Life (years): | 20                             |
| Future Replacement Cost:       | 48,000 in 2051                 |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Ryan Gowan             |
| Location/Coordinates: |                        |

### Description:

Replacement of compressor 1

| Cash Flow Projection:                 | 2031        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$30,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$30,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$30,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2031 |
| Substantial Completion or Purchase Date: | 12/31/2031 |

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$30,000.00 |
| Total    | \$30,000.00 |

Year: 2031

**JMRRC Compressor 1 Replacement  
30I.1**

**CAP-31-0019**

Priority  
Score: **35.10**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                        |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 2 | Thousands of users would be impacted if this equipment were to fail.                                                                   |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | There is no risk to health and safety if this project does not proceed.                                                                |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislation mandated at this time for this project.                                                                  |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | The asset is required to provide a non-essential service, but has either:<br>• failed; or<br>• requires maintenance to prevent failure |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | This project would have a slight impact on operational efficiency.                                                                     |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | 3 readiness criteria are met                                                                                                           |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | This project will not have a significant impact on the environment.                                                                    |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project would maintain an existing space.                                                                                         |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | This asset has no aesthetic value as it is in a mechanical room and not visible to the public.                                         |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project would support core service delivery.                                                                                      |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | This has not been identified by the public.                                                                                            |

Year: 2031

## JMRRC Compressor 3 Replacement 311.2

**CAP-31-0020**

Priority  
Score: **37.10**

|                                |                                |                                        |
|--------------------------------|--------------------------------|----------------------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       | City Building                  | Department: Community Services         |
| Estimated Useful Life (years): | 20                             | Staff Contact: Ryan Gowan              |
| Future Replacement Cost:       | \$48,000 in 2051               | Location/Coordinates:                  |

### Description:

This project would see the replacement of compressor 3. These compressors typically begin to fail at 35,000 run hours. This compressor is currently at 33,428 run hours and may experience failure if it is not replaced. It would be difficult to maintain 2 ice sheets if this component were to fail and be out of commission for an extended period of time. Replacing this equipment before failure would ensure no interruption to service delivery. This project is funded through equipment reserves.

| Cash Flow Projection:                 | 2031        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$30,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$30,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$30,000.00**

### Schedule:

Construction Start Date: 01/01/2031  
Substantial Completion or Purchase Date: 12/31/2031

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$30,000.00 |
| Total    | \$30,000.00 |

Year: 2031

# JMRRC Compressor 3 Replacement 311.2

CAP-31-0020

Priority  
Score: 37.10

## Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                        |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Thousands of users use the JMRRC ice surfaces annually, they would be impacted by this project.                                        |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | There is no risk to health and safety if this project does not proceed.                                                                |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislation mandated at this time for this project.                                                                  |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | The asset is required to provide a non-essential service, but has either:<br>• failed; or<br>• requires maintenance to prevent failure |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There could be a small impact to operation efficiency if this project doesn't move forward.                                            |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | 3 readiness criteria are met                                                                                                           |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | This project will not have a significant impact on the environment.                                                                    |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | This project would maintain an existing space.                                                                                         |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | This project has no aesthetic value.                                                                                                   |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | This project will support core service delivery.                                                                                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | This project has not been identified by the public.                                                                                    |

Year: 2031

## Kelso Beach at Nawash Park Frontage Renewal (Conceptual Design) 31D.2

**CAP-31-0022**

**Priority  
Score:** **42.10**

|                                       |                                          |                                               |
|---------------------------------------|------------------------------------------|-----------------------------------------------|
| <b>Rationale</b>                      | Master Plan - Kelso Beach at Nawash Park | <b>Priority Level:</b> Moderate - Score 21-48 |
| <b>Strategic Plan Alignment</b>       | Safe City                                | <b>Department:</b> Community Services         |
| <b>Estimated Useful Life (years):</b> |                                          | <b>Staff Contact:</b> Eckhard Pastrik         |
| <b>Future Replacement Cost:</b>       |                                          | <b>Location/Coordinates:</b>                  |

### Description:

Kelso Beach at Nawash Park is an important 'City Park' that offers a unique combination of passive and recreational experiences occupying 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. The capital funding will be used to procure a landscape architect to develop a preliminary conceptual design for the park frontage. Stakeholder consultation will be carried out to support the conceptual design of the park frontage. An implementation plan and associated cost estimate will be generated. The implementation plan will outline a prioritized list of conceptual design elements and define budget needs/envelopes for each over a defined implementation window. New project sheets will be established each conceptual design element that defines the full development cost (detail design, construction, construction administration).

| <b>Cash Flow Projection:</b>          | <b>2031</b>        |               |               |
|---------------------------------------|--------------------|---------------|---------------|
| Consulting including Design & Studies | \$35,000.00        |               |               |
| In House Engineering                  |                    |               |               |
| Communication / Signage               |                    |               |               |
| Construction / Contractor             |                    |               |               |
| Materials                             |                    |               |               |
| Equipment Purchases                   |                    |               |               |
| Contingency                           |                    |               |               |
| <b>Total</b>                          | <b>\$35,000.00</b> | <b>\$0.00</b> | <b>\$0.00</b> |

### Costs Incurred to 2030 Year End

|                                    |  |  |  |
|------------------------------------|--|--|--|
| <b>Impact on Operating Budget:</b> |  |  |  |
|------------------------------------|--|--|--|

**Total Project Budget: \$35,000.00**

### Schedule:

Construction Start Date: 01/01/2031  
Substantial Completion or  
Purchase Date: 12/31/2031

### Funding Sources:

Tax Levy \$35,000.00  
Total \$35,000.00

Year: 2031

**Kelso Beach at Nawash Park  
Frontage Renewal (Conceptual  
Design) 31D.2**

**CAP-31-0022**

Priority  
Score: **42.10**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                            |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | >10,000 people will be directly impacted as a result of this project.                                                      |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | Minor injuries not requiring medical attention may result with the plan to improve physical and visual access to the park. |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | The project will move the organization closer to meeting legislation.                                                      |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | This project is for conceptual design                                                                                      |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiencies will be achieved as a result of the project.                                                      |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Project meets two of the resource needs.                                                                                   |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                                                            |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery.                                                                                |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 3 | The project was referenced within the Kelso Beach at Nawash Park Master Plan (2022).                                       |

Year: 2031

## Kelso Beach at Nawash Park Parking Lot Upgrade 30D.1

**CAP-31-0023**

Priority  
Score: **38.50**

|                                |                                                          |
|--------------------------------|----------------------------------------------------------|
| Rationale                      | Asset Management - Renewal / Rehabilitation              |
| Strategic Plan Alignment       | Fostering Mutually Beneficial & Respectful Relationships |
| Estimated Useful Life (years): |                                                          |
| Future Replacement Cost:       |                                                          |

Priority Level: Moderate - Score 21-48  
 Department: Community Services  
 Staff Contact: Eckhard Pastrik  
 Location/Coordinates:

### Description:

Implement design recommendations (identified in project CAP-31-0022) to improve the parking lot, the profile of the parks street frontage and access to the park.

| Cash Flow Projection:                 | 2031        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             | \$75,000.00 |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$75,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$75,000.00**

### Schedule:

Construction Start Date: 01/01/2031  
 Substantial Completion or  
 Purchase Date: 12/31/2031

### Funding Sources:

Tax Levy \$75,000.00  
 Total \$75,000.00

Year: 2031

# Kelso Beach at Nawash Park Parking Lot Upgrade 30D.1

**CAP-31-0023**

Priority  
Score: **38.50**

## Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | >10,000 people will be directly impacted as a result of this project.            |
| Health & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 2 | The project will move the organization closer to meeting legislation.            |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | Maintenance activity that can reasonably be deferred if necessary                |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Slight impact on operations                                                      |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 1 | Project meets two of the resource needs.                                         |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | The project maintains an existing public space.                                  |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery                                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public.                               |

Year: 2031

## Official Plan Update 2031 (31E.1)

**CAP-31-0028**

Priority Score: **42.00**

|                                |                 |
|--------------------------------|-----------------|
| Rationale                      | Legislated      |
| Strategic Plan Alignment       | Prosperous City |
| Estimated Useful Life (years): | 5               |
| Future Replacement Cost:       |                 |

|                       |                        |
|-----------------------|------------------------|
| Priority Level:       | Moderate - Score 21-48 |
| Department:           | Community Services     |
| Staff Contact:        | Sabine Robart          |
| Location/Coordinates: |                        |

### Description:

5 year update of the City's Official Plan. This is a legislated requirement. Pending changes to the Ontario Planning Act may require an earlier update to the Plan. Having an up-to-date Official Plan is important to ensuring that the community's growth and development reflect the City's vision, protect employment lands, and guide the City's future.

| Cash Flow Projection:                 | 2031        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$60,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$60,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                    |
|-----------------------|--------------------|
| Total Project Budget: | <b>\$60,000.00</b> |
|-----------------------|--------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2031 |
| Substantial Completion or Purchase Date: | 12/31/2031 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$60,000.00 |
| Total    | \$60,000.00 |

|                                          |  |                              |
|------------------------------------------|--|------------------------------|
| <b>Official Plan Update 2031 (31E.1)</b> |  | <b>Year: 2031</b>            |
| <b>CAP-31-0028</b>                       |  | <b>Priority Score: 42.00</b> |

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                       |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | People impacted directly include developers                                           |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | N/A                                                                                   |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 4 | Planning Act requires the City's OP to be updated every 5 years                       |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 2 | maintenance is legislated                                                             |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | delaying the update will require additional resources to update the document later on |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | All 4 resource categories met                                                         |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | N/A                                                                                   |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No impact on public users (only developers)                                           |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | N/A                                                                                   |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Supports core service                                                                 |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | N/A                                                                                   |

Year: 2031

## Playground Replacement - Ed Taylor Playground 28D.6

**CAP-31-0024**

Priority  
Score: **53.50**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Safe City                      |
| Estimated Useful Life (years): | 20                             |
| Future Replacement Cost:       |                                |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | High - Score 49-69 |
| Department:           | Community Services |
| Staff Contact:        | Eckhard Pastrik    |
| Location/Coordinates: |                    |

### Description:

Replacement of the playground at Ed Taylor Park as the existing play structure has exceeded its useful life.

| Cash Flow Projection:                 | 2031         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$246,000.00 |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$246,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

|                       |                     |
|-----------------------|---------------------|
| Total Project Budget: | <b>\$246,000.00</b> |
|-----------------------|---------------------|

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2031 |
| Substantial Completion or Purchase Date: | 12/31/2031 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$246,000.00 |
| Total    | \$246,000.00 |

Year: 2031

**Playground Replacement - Ed Taylor  
Playground 28D.6**

**CAP-31-0024**

Priority  
Score: **53.50**

**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 & Safety Score                | 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 Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Completion of the project will gain full legislative/regulatory compliance.                                                                                                   |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | The asset is required to provide a non-essential service, but has either:<br>• failed; or<br>• requires maintenance to prevent failure                                        |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Both staff time and cost savings will be achieved as result of the project.                                                                                                   |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Project meet 3 of the resource categories.                                                                                                                                    |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | The project will be free to access for all users.                                                                                                                             |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core service delivery                                                                                                                                    |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | The project has not been identified by the public. The playground project layout will be brought forward to the Grey County Accessibility Advisory Committee for their input. |

Year: 2031

## Playground Replacement Design - 2031 (31D.6)

**CAP-31-0025**

Priority Score: **69.30**

|                                |                                |                                    |
|--------------------------------|--------------------------------|------------------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level: High - Score 49-69 |
| Strategic Plan Alignment       | Safe City                      | Department: Community Services     |
| Estimated Useful Life (years): | NA                             | Staff Contact: Eckhard Pastrik     |
| Future Replacement Cost:       | NA                             | Location/Coordinates:              |

### Description:

The City has an inventory of playgrounds at the end of their lifecycle that have been identified for replacement between 2031 and 2034. There are four neighbourhood park playgrounds in Ed Taylor Park, St. Julien Park, Evans Park and Kinsman Park that are scheduled to be replaced starting in 2031. This project is intended to establish the design context for each so that they are shovel ready to support their staggered implementation. The project will involve the procurement of a consultant to undertake the development of design plans, specifications and tender documentation to generate shovel ready construction packages. The consultant will seek public input on the design of each playground. That public input will be used to shape the design context of each playground configuration.

| Cash Flow Projection:                 | 2031         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies | \$150,000.00 |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$150,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$150,000.00**

### Schedule:

Construction Start Date: 01/01/2031  
 Substantial Completion or Purchase Date: 12/31/2031

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$150,000.00 |
| Total    | \$150,000.00 |

Year: 2031

## Playground Replacement Design - 2031 (31D.6)

**CAP-31-0025**

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?                                                                                                                | 1 | Playgrounds to be replaced service local neighbourhood families.                                                                    |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | The playgrounds being replaced are beyond their useful life.                                                                        |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Playgrounds are require to comply with the standards as set out within CSA Z614:20 - Children's Playground Equipment and Surfacing. |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Replace neighbourhood playgrounds that provide measurable health, social inclusion, and community benefits.                         |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 4 | Replacement of end of life playgrounds will positively impact staff time and operating costs.                                       |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | The project meets all four resource categories                                                                                      |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | No impact to natural environment expected.                                                                                          |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | Replacement playgrounds will offer greater play experience and accessibility.                                                       |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 5 | The replacement playgrounds will dramatically improve the aesthetic appearance of the city playgrounds.                             |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | Safe City                                                                                                                           |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 1 | Public consultation on replacement playgrounds is part of the scope of this project.                                                |

Year: 2031

## Reconstruction of 15th Street E - 3rd Ave E to 6th Ave E - 31P.2

**CAP-31-0008**

Priority Score: **70.30**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | Green and Resilient City       |
| Estimated Useful Life (years): | 50                             |
| Future Replacement Cost:       |                                |

Priority Level: Very High - Score 70+  
 Department: Public Works and Engineering  
 Staff Contact: Mason Bellamy  
 Location/Coordinates:

### Description:

This project involves reconstructing 15th Street East from 6th Avenue East to 3rd Avenue East (St. Mary's Hill). Will involve slope stabilization, replacing all failing municipal underground infrastructure and fully reconstructing the road, curbs/gutters, and sidewalks. May include streetlight upgrades. Additionally, as there currently is no storm sewer on the hill, this will be added. Will also include modification of the watermain to eliminate redundant lines and improve pressure on the side streets.

| Cash Flow Projection:                 | 2031         | 2032           | 2033        |
|---------------------------------------|--------------|----------------|-------------|
| Consulting including Design & Studies | \$450,000.00 |                |             |
| In House Engineering                  | \$50,000.00  | \$25,000.00    |             |
| Communication / Signage               |              |                |             |
| Construction / Contractor             |              | \$4,975,000.00 |             |
| Materials                             |              |                |             |
| Equipment Purchases                   |              |                |             |
| Contingency                           |              |                | \$50,000.00 |
| Total                                 | \$500,000.00 | \$5,000,000.00 | \$50,000.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$5,550,000.00**

### Schedule:

Construction Start Date: 01/01/2031  
 Substantial Completion or Purchase Date: 12/31/2031

### Funding Sources:

|                   |                |
|-------------------|----------------|
| Tax Levy          | \$3,330,000.00 |
| Water Rates       | \$1,110,000.00 |
| Waste Water Rates | \$1,110,000.00 |
| Total             | \$5,550,000.00 |

Year: 2031

**Reconstruction of 15th Street E - 3rd Ave E to 6th Ave E - 31P.2**

**CAP-31-0008**

Priority Score: **70.30**

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | 5,000 to 9,999 people will be directly impacted as a result of this project.                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 1 | Minor injuries not requiring medical attention may result if the project does not proceed. Currently the storm drainage on the hill is very poor, resulting in overland flow shedding throughout the pavement surface. This increases the likelihood of ice formation and risk of slip and vehicular traction loss incidents. The improvement of geometric design will enable accessibility-related upgrades.                                                                                  |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Completion of the project will achieve full legislative/regulatory compliance. Chiefly, the elimination of sections of combined sewer through installation of new storm sewer system on the hill. This will also result in lower flows at the plant by removing a known source of extraneous flow; this is an objective the MECP expects the City to make progress on over time. The reconstruction work will also make it easier for City forces to maintain an ice-free surface on the hill. |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 4 | Asset has reached its useful life and needs to be planed and scheduled for replacement to not affect essential water services (i.e. trunk watermain)                                                                                                                                                                                                                                                                                                                                           |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Staff expect to get operational efficiency by completing the project, treating less stormwater at the wastewater plant, icing issues on the road, etc.                                                                                                                                                                                                                                                                                                                                         |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Project can be completed on the scheduled timeframe by staff and consultants and have scheduling and technological resources                                                                                                                                                                                                                                                                                                                                                                   |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 4 | The project has a demonstrated impact on mitigating or adapting to climate change.                                                                                                                                                                                                                                                                                                                                                                                                             |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | Increased accessibility provisions will be implemented wherever possible/appropriate.                                                                                                                                                                                                                                                                                                                                                                                                          |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | The project meets at least one Strategic goal                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Not identified by the public to date                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

Year: 2031

## Recreation Trails Master Plan Update 31D.10

**CAP-31-0026**

Priority  
Score: **51.50**

|                                |                                                |                                    |
|--------------------------------|------------------------------------------------|------------------------------------|
| Rationale                      | Master Plan - Recreation, Parks and Facilities | Priority Level: High - Score 49-69 |
| Strategic Plan Alignment       | A City That Moves                              | Department: Community Services     |
| Estimated Useful Life (years): |                                                | Staff Contact: Eckhard Pastrik     |
| Future Replacement Cost:       |                                                | Location/Coordinates:              |

### Description:

The Recreation Trails Master Plan was completed in August of 2012 and established trail priorities intended to improve residents health, the environment, accessibility, tourism, community pride and an overall sense of place. The master plan recognizes Owen Sound as a potential "trail destination" with its unique position in Georgian Bay and linkages to national trail networks like the Trans Canada Trail and Bruce Trail, to name just a couple. An update to the trail master plan would involve updating the trail network inventory map to understand the current physical and spatial context of the local network and the potential linkages to the much broader regional and national trail connections. The aim of the master plan update would be to:- update inventory of all recreational trails based on defined trail attributes and update digital GIS database,- review and update the trail classification framework to reflect current best practices,- establish condition ratings for each trail class and apply to current trail inventory to support development of a trails Asset Management Plan,- identify gaps and potential trail linkage opportunities within the city and beyond,- establish policy to support trail network development and operation and maintenance, and- establish operating and maintenance objectives to support long term sustainability of trail asset that can be integrated into the cities operating and capital budget. These are preliminary objectives for the Recreational Trails Master Plan update that would form part of the terms of reference to secure a consultant to undertake the update.

| Cash Flow Projection:                 | 2031         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies | \$100,000.00 |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             |              |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$100,000.00 | \$0.00 | \$0.00 |

Costs Incurred to 2030 Year  
End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

Total Project Budget: **\$100,000.00**

### Schedule:

Construction Start Date: 01/01/2031  
Substantial Completion or  
Purchase Date: 12/31/2031

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$100,000.00 |
| Total    | \$100,000.00 |

Year: 2031

# Recreation Trails Master Plan Update 31D.10

CAP-31-0026

Priority  
Score: 51.50

## Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | Although thousands of people utilize City trails annually, not all of them would be directly impacted by this project.           |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 2 | Injuries may result if the trails master plan project does not proceed.                                                          |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | The project will move the organization closer to meeting standards related to active transportation networks.                    |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Asset is required to provide non-essential service and will require maintenance to prevent failure.                              |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Operational efficiencies will be achieved as a result of this project.                                                           |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Meets three of the resource needs.                                                                                               |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There will be little or no impact on the environment.                                                                            |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | The project will be free to access by all users.                                                                                 |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | The project improves aesthetic value.                                                                                            |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | The project supports core services.                                                                                              |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Public input will be sought as part of the delivery of this project to ensure that master plan is reflective of community input. |

Year: 2031

## Strategic Priorities Dashboard 31B.1

**CAP-31-0006**

Priority Score: **43.50**

|                                |                                                          |                                        |
|--------------------------------|----------------------------------------------------------|----------------------------------------|
| Rationale                      | Committee / Council Request                              | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       | Fostering Mutually Beneficial & Respectful Relationships | Department: City Manager               |
| Estimated Useful Life (years): | 5 years                                                  | Staff Contact: Michelle Palmer         |
| Future Replacement Cost:       | \$15,000.00                                              | Location/Coordinates:                  |

### Description:

A Strategic Priorities Dashboard to provide a single, consistent method to capture, monitor, and report progress across the City's seven strategic priorities. The dashboard will serve as the City's core tool to consolidate updates on key initiatives and outcomes—using standardized status definitions, milestones, performance measures, and narrative—so information can be shared reliably with the community and Council. The dashboard would be built to support: routine reporting to Council (e.g., quarterly) with a clear “at-a-glance” view of progress by priority; an internal management view for leadership to identify issues early and coordinate action; a public-facing summary version to increase transparency (with appropriate exclusions for sensitive items). Staff will also be investigating integrating the City's various master plans into the same dashboard to provide a holistic view.

| Cash Flow Projection:                 | 2031        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$10,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$10,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |                    |                    |                    |
|-----------------------------|--------------------|--------------------|--------------------|
| Impact on Operating Budget: | <b>\$25,000.00</b> | <b>\$25,000.00</b> | <b>\$25,000.00</b> |
|-----------------------------|--------------------|--------------------|--------------------|

**Total Project Budget: \$10,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2031 |
| Substantial Completion or Purchase Date: | 12/31/2031 |

### Funding Sources:

|          |             |
|----------|-------------|
| Tax Levy | \$10,000.00 |
| Total    | \$10,000.00 |

|                                             |  |                              |
|---------------------------------------------|--|------------------------------|
| <b>Strategic Priorities Dashboard 31B.1</b> |  | <b>Year: 2031</b>            |
| <b>CAP-31-0006</b>                          |  | <b>Priority Score: 43.50</b> |

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                 |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | This will be a tool to share information with the entire community.                                                                                                                                             |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | The project will have no impact on health and safety.                                                                                                                                                           |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement.                                                                                                                                                |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | This project is a new asset                                                                                                                                                                                     |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | There will be a slight impact on operational efficiencies as a result of the project. Staff expect that a dashboard will alleviate time spent compiling and creating reports                                    |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | The project meets three resource categories:<br>• Financial resources<br>• Human resources<br>• Scheduling feasibility                                                                                          |
| Environment Score                    | Environment ScoreDoes 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 Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 4 | The project will be free to access for all users. The dashboard will be embedded into the City's website.                                                                                                       |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | The project addresses a failing aesthetic value and provides for an improvement. Currently, the City does not have a dynamic dashboard for the community to easily access progress of the strategic priorities. |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 5 | This project directly supports multiple strategic priorities - and enhances reporting of progress overall.                                                                                                      |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 3 | The project has received documented multiple supports through unsolicited (informal) feedback from the public and Council.                                                                                      |

Year: 2031

## Term of Council Priorities - Strategic Plan (Term) 2031 - 31B.2

**CAP-31-0007**

Priority Score: **34.60**

|                                |                                                          |                                        |
|--------------------------------|----------------------------------------------------------|----------------------------------------|
| Rationale                      | Committee / Council Request                              | Priority Level: Moderate - Score 21-48 |
| Strategic Plan Alignment       | Fostering Mutually Beneficial & Respectful Relationships | Department: City Manager               |
| Estimated Useful Life (years): | 4                                                        | Staff Contact: Michelle Palmer         |
| Future Replacement Cost:       | \$15,000.00                                              | Location/Coordinates:                  |

### Description:

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. The 2050 Vision (approved October 2025) 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.

| Cash Flow Projection:                 | 2031        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies | \$15,000.00 |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   |             |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$15,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$15,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2031 |
| Substantial Completion or Purchase Date: | 12/31/2031 |

### Funding Sources:

|          |             |
|----------|-------------|
| Reserves | \$15,000.00 |
| Total    | \$15,000.00 |

Year: 2031

**Term of Council Priorities - Strategic Plan (Term) 2031 - 31B.2**

**CAP-31-0007**

Priority Score: **34.60**

**Justification for Matrix Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                             |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 1 | This project is for Council to identify their term of council goals within each of the strategic priorities from the 2050 Vision. The outcomes of this project will influence work over the term of Council |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 0 | No impact on health and safety directly related to this project.                                                                                                                                            |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | There is no known legislative/regulatory compliance requirement.                                                                                                                                            |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 0 | This project does not directly relate to asset management                                                                                                                                                   |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | There will be little or no effect on current operations as a result of the project. This project is to identify goals which will inform other work.                                                         |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | The project meets all four resource categories:<br>• Financial resources<br>• Human resources<br>• Scheduling feasibility<br>• Technology/resources                                                         |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | There will be little or no impact on environment as a result of the project. The (outcome) goals identified may support environment actions                                                                 |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | This project is specific to Council and does not directly increase service offerings. The (outcome) goals identified may support diversity and inclusion                                                    |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | This project is specific to Council and does not directly impact an asset. The (outcome) goals identified may support projects which will further improve experiences for residents                         |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 5 | This project directly supports multiple strategic priorities.                                                                                                                                               |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 4 | The project has received several formal requests through public engagement.                                                                                                                                 |

Year: 2031

## Traffic Signal Replacement - 8th St W & 2nd Ave W - 31Q.1

**CAP-31-0011**

Priority  
Score: **53.80**

|                                |                                |                                          |
|--------------------------------|--------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | A City That Moves              | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 25                             | Staff Contact: Mason Bellamy             |
| Future Replacement Cost:       |                                | Location/Coordinates:                    |

### Description:

This project involves geometric improvements to the intersection to better facilitate Traffic flow and Turning movements. This upgrading is may incorporate a road widening/sight triangles of the intersection that will require some engineering, legal survey work and property acquisition in 2031. Construction is planned to commence in 2032 (starting with road, curb and gutter/geometric and sidewalk changes (AODA compliance), underground work and pole base construction) and continue into 2032 (completion of traffic and pedestrian signals and pole installation). Precise phasing of construction is yet to be determined.

| Cash Flow Projection:                 | 2031        | 2032         |        |
|---------------------------------------|-------------|--------------|--------|
| Consulting including Design & Studies | \$50,000.00 |              |        |
| In House Engineering                  |             |              |        |
| Communication / Signage               |             |              |        |
| Construction / Contractor             |             | \$300,000.00 |        |
| Materials                             |             |              |        |
| Equipment Purchases                   |             |              |        |
| Contingency                           |             |              |        |
| Total                                 | \$50,000.00 | \$300,000.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$350,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2031 |
| Substantial Completion or Purchase Date: | 12/31/2032 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$350,000.00 |
| Total    | \$350,000.00 |

Year: 2031

**Traffic Signal Replacement - 8th St W  
& 2nd Ave W - 31Q.1**

**CAP-31-0011**

Priority  
Score: **53.80**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                      |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | This would have a large beneficial impact on commuter and pedestrian access in the area                                              |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Multiple injuries may result due to inadequate intersection crossing                                                                 |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 3 | This project is required to provide a safe pedestrian crossing                                                                       |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | This project would enhance current assets to meet AODA compliance                                                                    |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 3 | Saving will be realized due to decrease in ongoing maintenance                                                                       |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Staff believe we are in a position to complete the project with consultants help and will fit in our current Schedule and Technology |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Minor impacts to the natural environment                                                                                             |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | This project will maintain an existing public space                                                                                  |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 1 | Has limited impact, but some improvement to aesthetic                                                                                |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 3 | Safe City                                                                                                                            |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public                                                                                                |

Year: 2031

## Waterfront Trail West - Pave FHT to Boat Launch 31D.11

**CAP-31-0027**

Priority Score: **65.50**

|                                |                                |
|--------------------------------|--------------------------------|
| Rationale                      | Asset Management - Replacement |
| Strategic Plan Alignment       | A City That Moves              |
| Estimated Useful Life (years): | 20 years                       |
| Future Replacement Cost:       | \$2,051.00                     |

|                       |                    |
|-----------------------|--------------------|
| Priority Level:       | High - Score 49-69 |
| Department:           | Community Services |
| Staff Contact:        | Eckhard Pastrik    |
| Location/Coordinates: |                    |

### Description:

The west inner harbour waterfront trail (WIHT) is a paved from 10th Avenue East north to the Pottawatomi River pedestrian bridge at Kelso Beach at Nawash Park. A short 120 metre section of the WIHT from the northern limit of the Owen Sound Medical Centre to the West Side Boat Launch is not paved. The unpaved section of trail is composed of compacted fines and has eroded over the years. The current state of the unpaved trail is heavily utilized and a missing paved section that forms a primary north-south link along the west waterfront. The intent is to pave this unpaved section with asphalt at a width of 3.5 metres which will match the width of the existing trail that it will link to. A short 40 metre portion of the existing trail from the boat launch south is situated on private lands. Staff will engage the landowner to negotiate terms to support the trail upgrade and establish an agreement to support public use of a portion of the landowners property to support the city trail.

| Cash Flow Projection:                 | 2031         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies | \$20,000.00  |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$80,000.00  |        |        |
| Materials                             |              |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$100,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$100,000.00**

### Schedule:

|                                          |            |
|------------------------------------------|------------|
| Construction Start Date:                 | 01/01/2031 |
| Substantial Completion or Purchase Date: | 12/31/2031 |

### Funding Sources:

|          |              |
|----------|--------------|
| Tax Levy | \$100,000.00 |
| Total    | \$100,000.00 |

Year: 2031

## Waterfront Trail West - Pave FHT to Boat Launch 31D.11

**CAP-31-0027**

Priority Score: **65.50**

### Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                        |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 3 | This is a heavily utilized trail along the west inner harbour with a links to the extend from Downtown to the north-west city limit.                                   |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 2 | The trail has deteriorated and warrants upgrading to support level of use to reduce potential risk of injury.                                                          |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 1 | Focus of work is to establish a trail that is of a quality that is consistent with existing trail network along the inner harbour and reduce potential liability risk. |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 3 | Trail upgrade to prevent further deterioration and mitigate risk.                                                                                                      |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 5 | Both operational efficiency and cost savings will be incurred with reduction in maintenance work.                                                                      |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 5 | Project meets all four resource categories.                                                                                                                            |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Little to no impact.                                                                                                                                                   |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 2 | Maintains existing trail and creates continuity in surface treatment along west inner harbour trail.                                                                   |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 3 | Aesthetic value improved.                                                                                                                                              |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 5 | A City that Moves, Safe City                                                                                                                                           |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | N/A                                                                                                                                                                    |

Year: 2031

## WTP Instrumentation Replacement (2031) 31N.3

**CAP-31-0032**

Priority  
Score: **62.20**

|                                |                                |                                          |
|--------------------------------|--------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Replacement | Priority Level: High - Score 49-69       |
| Strategic Plan Alignment       | Green and Resilient City       | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 20                             | Staff Contact: Bryce McDonald            |
| Future Replacement Cost:       |                                | Location/Coordinates:                    |

### Description:

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.

| Cash Flow Projection:                 | 2031        |        |        |
|---------------------------------------|-------------|--------|--------|
| Consulting including Design & Studies |             |        |        |
| In House Engineering                  |             |        |        |
| Communication / Signage               |             |        |        |
| Construction / Contractor             |             |        |        |
| Materials                             |             |        |        |
| Equipment Purchases                   | \$30,000.00 |        |        |
| Contingency                           |             |        |        |
| Total                                 | \$30,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$30,000.00**

### Schedule:

|                           |            |
|---------------------------|------------|
| Construction Start Date:  | 01/01/2031 |
| Substantial Completion or |            |
| Purchase Date:            | 12/31/2031 |

### Funding Sources:

|             |             |
|-------------|-------------|
| Water Rates | \$30,000.00 |
| Total       | \$30,000.00 |

Year: 2031

# WTP Instrumentation Replacement (2031) 31N.3

CAP-31-0032

Priority  
Score: 62.20

## Justification for Matrix Values

Score 0 - 5

Justification / Rationale for Rating

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 5 | These components are critical to the automation and functioning of the Water Treatment Plant. Eventually, due to obsolescence, replacement parts become unavailable, so it is important to maintain relatively current technology. Failure of these parts without readily available replacements will affect the entire City's water supply.                                                                                                                                                                                                                                                                             |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 3 | Instrumentation failure could be a risk to health and safety through the delivery of drinking water to the customer and provision of water for fire suppression purposes.                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 5 | Safe Drinking Water Act                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 5 | The asset is required to provide an essential service and has either:<br>• failed and requires replacement; or<br>• requires imminent maintenance to prevent failure                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 2 | Failure of a significant instrument could reduce water treatment production.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Superintendent and operators to purchase and install                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Climate change's effect on the water system is primarily increased usage during summer months due to increased duration and severity of heat and drought between extreme precipitation events. It is expected that the water system would be affected by increased demands during these periods. Typically, these conditions also contribute to poor intake water quality due to sediment loading (erosion during extreme rainfall and due to soil moisture conditions preventing the absorption of precipitation prior to runoff) and organic content (algae and bacterial growth accelerate with warmer temperatures). |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 1 | No public spaces adversely impacted, however reduced capacity for water treatment could result in the need for mandatory water conservation measures.                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Aesthetic Value Score                | To what degree is the aesthetic value of the asset improved?                                                                                                             | 2 | No adverse impact on aesthetic value                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Strategic Plan Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | N/A : Core Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

Year: 2031

## WWTP Digester Cleanout 2031 (310.1)

**CAP-31-0029**

Priority  
Score: **35.70**

|                                |                                |                                          |
|--------------------------------|--------------------------------|------------------------------------------|
| Rationale                      | Asset Management - Maintenance | Priority Level: Moderate - Score 21-48   |
| Strategic Plan Alignment       | Green and Resilient City       | Department: Public Works and Engineering |
| Estimated Useful Life (years): | 6                              | Staff Contact: Bryce McDonald            |
| Future Replacement Cost:       | \$350,000.00                   | Location/Coordinates:                    |

### Description:

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. During the down time of the digester the gas compressor should be refurbished or replaced. Budget was adjusted according to to accommodate this recommendation Currently such clogging events are accelerating in frequency.

| Cash Flow Projection:                 | 2031         |        |        |
|---------------------------------------|--------------|--------|--------|
| Consulting including Design & Studies |              |        |        |
| In House Engineering                  |              |        |        |
| Communication / Signage               |              |        |        |
| Construction / Contractor             | \$250,000.00 |        |        |
| Materials                             | \$50,000.00  |        |        |
| Equipment Purchases                   |              |        |        |
| Contingency                           |              |        |        |
| Total                                 | \$300,000.00 | \$0.00 | \$0.00 |

### Costs Incurred to 2030 Year End

|                             |  |  |  |
|-----------------------------|--|--|--|
| Impact on Operating Budget: |  |  |  |
|-----------------------------|--|--|--|

**Total Project Budget: \$300,000.00**

### Schedule:

Construction Start Date: 01/01/2031  
Substantial Completion or  
Purchase Date: 12/31/2031

### Funding Sources:

Waste Water Rates \$300,000.00  
Total \$300,000.00

Year: 2031

**WWTP Digester Cleanout 2031  
(310.1)**

**CAP-31-0029**

Priority  
Score: **35.70**

**Justification for Matrix  
Values**

**Score 0 - 5**

**Justification / Rationale for Rating**

|                                      |                                                                                                                                                                          |   |                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| People                               | How many people will be directly impacted by the project?                                                                                                                | 4 | Affects entire city                                                                                                                                                                                                                                                                                              |
| Health & Safety Score                | What is the risk to the health and safety of the public or Staff if the project does not proceed?                                                                        | 2 | Protects public health. Failure of system components increases the possibility of bypass or overflows of untreated or partially treated sewage to the environment, causing pollution, degrading fish habitat and exposing the City to potential fines or other reprimands from failing to adhere to regulations. |
| Legislation Score                    | Is the project required for legislative/regulatory compliance?                                                                                                           | 2 | Ensure environmental compliance                                                                                                                                                                                                                                                                                  |
| Asset Management Score               | Is the project a high priority for replacement in the asset management plan?                                                                                             | 1 | Maintains critical asset                                                                                                                                                                                                                                                                                         |
| Operational Performance Score        | If the project proceeds (or fails to proceed), what will be the impact on operational performance? Comment on any impact on operating costs, staff time and maintenance. | 1 | Ensures operations                                                                                                                                                                                                                                                                                               |
| Project Readiness (Resourcing) Score | How many resources are ready? Financial resources, Human resources, Scheduling feasibility, Technology/resources.                                                        | 3 | Managed by internal staff. Ready to execute                                                                                                                                                                                                                                                                      |
| Environment Score                    | Environment ScoreDoes the project address needs impacted by climate change?                                                                                              | 1 | Protects environment                                                                                                                                                                                                                                                                                             |
| Socio-Economic Factors Score         | To what degree does the project support diversity and inclusion initiatives?                                                                                             | 0 | No direct impact on public users                                                                                                                                                                                                                                                                                 |
| Aesthetic Value Score                | 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 Score                 | Does the project help to meet a Key Result in the Strategic Plan?                                                                                                        | 1 | Project supports core service delivery.                                                                                                                                                                                                                                                                          |
| Public Input Score                   | Has the project been identified through public engagement?                                                                                                               | 0 | Has not been identified by the public.                                                                                                                                                                                                                                                                           |

# Unfunded Capital Project List

| Division            | Project Count | Sum of Est. Project Budget (Unfunded) |                   |
|---------------------|---------------|---------------------------------------|-------------------|
| Bayshore            | 4             | \$                                    | 3,470,000         |
| Cemetery            | 18            | \$                                    | 970,000           |
| City Hall           | 1             | \$                                    | 350,000           |
| Downtown            | 2             | \$                                    | 810,000           |
| Engineering         | 12            | \$                                    | 15,960,000        |
| Facilities, Other   | 7             | \$                                    | 355,000           |
| Fire                | 13            | \$                                    | 1,013,000         |
| JMRRC               | 1             | \$                                    | 25,000            |
| Library             | 6             | \$                                    | 480,000           |
| OSPS                | 5             | \$                                    | 440,000           |
| Parks & Open Spaces | 54            | \$                                    | 11,670,300        |
| Public Works        | 1             | \$                                    | 1,800,000         |
| <b>Grand Total</b>  | <b>124</b>    | <b>\$</b>                             | <b>37,343,300</b> |

| Division            | Project Name                                                           | Est. Project Budget<br>(Unfunded) |
|---------------------|------------------------------------------------------------------------|-----------------------------------|
| Fire                | CO/Nox Sensors                                                         | \$ 5,000                          |
| Fire                | Exhaust Fan Replacement                                                | \$ 25,000                         |
| Fire                | Additional Hot Water Heater                                            | \$ 10,000                         |
| Fire                | Mechanical Ventilation - Garage                                        | \$ 150,000                        |
| Fire                | Packaged Roof HVAC Unit                                                | \$ 250,000                        |
| Fire                | Building Automation System                                             | \$ 80,000                         |
| Fire                | Water Sprinkler System                                                 | \$ 50,000                         |
| Fire                | Electrical Distribution Equipment Replacement                          | \$ 130,000                        |
| Fire                | Emergency Lighting Replacement                                         | \$ 10,000                         |
| Fire                | Exit Signage Replacement                                               | \$ 10,000                         |
| Fire                | Fire Alarm Panel Replacement                                           | \$ 30,000                         |
| Fire                | Communication Wiring Replacement                                       | \$ 13,000                         |
| Fire                | Replace Emergency Generator at Fire Station                            | \$ 250,000                        |
| Parks & Open Spaces | Harrison Park Cairn Upgrade                                            | \$ 10,000                         |
| Parks & Open Spaces | Harrison Park Channel Wall and Riverbank Remediation                   | \$ 200,000                        |
| Parks & Open Spaces | Harrison Park Roadway and Parking Lot Upgrades                         | \$ 500,000                        |
| Parks & Open Spaces | Park Asphalt Condition Assessment (Roadways, Parking Lots)             | \$ 30,000                         |
| Parks & Open Spaces | Harrison Park Internal Asphalt Roadway Design and Upgrade              | \$ 500,000                        |
| Parks & Open Spaces | Harrison Park Pool Asphalt Roadway Upgrade (safety concerns)           | \$ 200,000                        |
| Parks & Open Spaces | Harrison Park Campground Granular Roadway Upgrade                      | \$ 10,000                         |
| Parks & Open Spaces | Kelso Beach at Nawash Park Asphalt and Granular Roadway Upgrades       | \$ 230,000                        |
| Parks & Open Spaces | Parks Granular Roadways Upgrade (Citywide)                             | \$ 30,000                         |
| Parks & Open Spaces | Harrison Park Primary Parking Lot Design and Upgrade                   | \$ 1,430,000                      |
| Parks & Open Spaces | Harrison Park Community Hall Parking Lot - Accessibility Stalls Paving | \$ 60,000                         |
| Parks & Open Spaces | Harrison Park Community Hall Granular Parking Lot Upgrade              | \$ 275,000                        |
| Parks & Open Spaces | Harrison Park Pool Parking Lot Upgrades                                | \$ 60,000                         |
| Parks & Open Spaces | Harrison Park Toboggan Hill Granular Parking Lot Upgrade               | \$ 825,000                        |
| Parks & Open Spaces | Kelso Beach at Nawash Park Parking Lot Upgrade                         | \$ 40,000                         |
| Parks & Open Spaces | Harrison Park Fountain Repair                                          | \$ 10,000                         |
| Parks & Open Spaces | HP Campground Playground Decommission                                  | \$ 10,000                         |
| Parks & Open Spaces | HP Community Hall Floor Replacement                                    | \$ 85,300                         |
| Parks & Open Spaces | HP Inn North Patio Entrance Rehabilitation                             | \$ 150,000                        |

| Division            | Project Name                                                                | Est. Project Budget<br>(Unfunded) |
|---------------------|-----------------------------------------------------------------------------|-----------------------------------|
| Parks & Open Spaces | HP Inn Floor Replacement                                                    | \$ 10,000                         |
| Parks & Open Spaces | HP South Washroom Masonry Repointing                                        | \$ 10,000                         |
| Parks & Open Spaces | HP Pool Boiler Replacement                                                  | \$ 20,000                         |
| Parks & Open Spaces | HP Bandstand Masonry Repointing                                             | \$ 15,000                         |
| Parks & Open Spaces | HP Island Picnic Shelter Roof Replacement                                   | \$ 40,000                         |
| Parks & Open Spaces | HP Outdoor Rink Electrical Shed Roof Replacement                            | \$ 5,000                          |
| Parks & Open Spaces | Kelso Beach Reconciliation Garden Noise Abatement                           | \$ 10,000                         |
| Parks & Open Spaces | Kelso Beach Solar Trail Lighting                                            | \$ 300,000                        |
| Parks & Open Spaces | Kelso Beach Electrical Upgrades                                             | \$ 610,000                        |
| Parks & Open Spaces | Kelso Beach Main Pavilion and Stage Building/Structure Condition Assessment | \$ 15,000                         |
| Parks & Open Spaces | Kelso Beach Campground Pavilion Camp Hut Demolition                         | \$ 15,000                         |
| Parks & Open Spaces | Kelso Beach Baseball Diamond Decomission                                    | \$ 10,000                         |
| Parks & Open Spaces | Kelso Beach Campground Pavilion Sportsfield Slot Drainage                   | \$ 45,000                         |
| Parks & Open Spaces | Victoria Park Master Plan Update                                            | \$ 20,000                         |
| Parks & Open Spaces | Victoria Park Skate Park Surface renewal and concrete features              | \$ 750,000                        |
| Parks & Open Spaces | East Boat Launch Cleaning Station Roof Replacement                          | \$ 10,000                         |
| Parks & Open Spaces | City Entrance Bed Upgrades                                                  | \$ 50,000                         |
| Parks & Open Spaces | 14th St E /14th Ave E Park Development                                      | \$ 10,000                         |
| Parks & Open Spaces | J Irvine Brown Park Playground                                              | \$ 1,000,000                      |
| Parks & Open Spaces | Duncan McLellan Field Fencing / Backstop Replacement                        | \$ 300,000                        |
| Parks & Open Spaces | Duncan McLellan Scoreboard Replacement                                      | \$ 220,000                        |
| Parks & Open Spaces | Kinsmen Park Ball Diamond                                                   | \$ 40,000                         |
| Parks & Open Spaces | Kinsmen Infield Resurfacing                                                 | \$ 30,000                         |
| Parks & Open Spaces | Kinsmen Fence (and dugout upgrades?)                                        | \$ 90,000                         |
| Parks & Open Spaces | Tom Williams Light Replacement                                              | \$ 120,000                        |
| Parks & Open Spaces | Tom Williams Warning Track                                                  | \$ 80,000                         |
| Parks & Open Spaces | St. Georges Bleacher Replacement                                            | \$ 20,000                         |
| Parks & Open Spaces | St. Georges Dugout Replacement                                              | \$ 60,000                         |
| Parks & Open Spaces | St. Julien Bleachers                                                        | \$ 40,000                         |
| Parks & Open Spaces | Timber McArthur Trail Establishment                                         | \$ 250,000                        |
| Parks & Open Spaces | Kelso Beach Trail Lighting - Pedestrian Bridge to Marina                    | \$ 300,000                        |
| Parks & Open Spaces | Ash Tree Removal (high/medium risk)                                         | \$ 2,000,000                      |

| Division            | Project Name                                                                       | Est. Project Budget<br>(Unfunded) |
|---------------------|------------------------------------------------------------------------------------|-----------------------------------|
| Parks & Open Spaces | Tree Inventory Renewal                                                             | \$ 150,000                        |
| Parks & Open Spaces | Ash Tree Replacement Planting                                                      | \$ 270,000                        |
| Parks & Open Spaces | Commemorative Forest Central Monument                                              | \$ 100,000                        |
| Cemetery            | Greenwood Cemetery Hedgerow Replacement (between Muslim and Jewish area)           | \$ 20,000                         |
| Cemetery            | Greenwood Cemetery Access Gates (restrict vehicular access to unserviceable roads) | \$ 20,000                         |
| Cemetery            | Greenwood Cemetery Water Line Upgrades                                             | \$ 80,000                         |
| Cemetery            | Greenwood Cemetery Natural Burial Areas Landscape Construction (MP Implementation) | \$ 120,000                        |
| Cemetery            | Greenwood Cemetery Asphalt Access Road Establishment (NW Section)                  | \$ 45,000                         |
| Cemetery            | Greenwood Cemetery Asphalt Access Road Establishment (Section A)                   | \$ 40,000                         |
| Cemetery            | Greenwood Cemetery Spoil Area Management                                           | \$ 50,000                         |
| Cemetery            | Greenwood Cemetery Hazard Tree Removal (Master Plan Implementation)                | \$ 120,000                        |
| Cemetery            | Greenwood Cemetery Master Plan Update                                              | \$ 30,000                         |
| Cemetery            | Greenwood Cemetery Mausoleum Repointing and Downspout Repair                       | \$ 90,000                         |
| Cemetery            | Greenwood Cemetery Mausoleum Storage Area Access Upgrade                           | \$ 15,000                         |
| Cemetery            | Greenwood Cemetery Mausoleum Water Damage Repairs (interior)                       | \$ 15,000                         |
| Cemetery            | Greenwood Cemetery Mausoleum Vault Face Repairs (marble replacement)               | \$ 60,000                         |
| Cemetery            | Greenwood Cemetery Office Window and Door Replacements                             | \$ 40,000                         |
| Cemetery            | Greenwood Cemetery Office painting abatement and repainting (exterior)             | \$ 150,000                        |
| Cemetery            | Greenwood Cemetery Office Basement Renovations                                     | \$ 50,000                         |
| Cemetery            | Greenwood Cemetery Workshop Overhead Door Replacement                              | \$ 15,000                         |
| Cemetery            | Greenwood Cemetery Workshop HWH Replacement                                        | \$ 10,000                         |
| Downtown            | Replace/Install New Streetlights - River District                                  | \$ 690,000                        |
| Downtown            | Benches/Street Furniture                                                           | \$ 120,000                        |
| City Hall           | City Hall Roof Lower Sections Enhancements                                         | \$ 350,000                        |
| Bayshore            | Hall of Fame Display Case                                                          | \$ 20,000                         |
| Bayshore            | Generator                                                                          | \$ 250,000                        |
| Bayshore            | South Parking Lot Re-paving                                                        | \$ 700,000                        |
| Bayshore            | North Parking Lot Paving                                                           | \$ 2,500,000                      |
| JMRRC               | Bioswale Sidewalk Installation                                                     | \$ 25,000                         |

| Division          | Project Name                                                                                                                  | Est. Project Budget<br>(Unfunded) |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Facilities, Other | McQuay Tannery Doors and Window Replacement                                                                                   | \$ 15,000                         |
| Facilities, Other | TTAG Rice House Demolition                                                                                                    | \$ 25,000                         |
| Facilities, Other | TTAG AHU-3 System Replacement (4T Main Entrance)                                                                              | \$ 40,000                         |
| Facilities, Other | TTAG AHU-4 System Replacement (3T Basement)                                                                                   | \$ 80,000                         |
| Facilities, Other | TTAG Masonry Repointing                                                                                                       | \$ 75,000                         |
| Facilities, Other | TTAG Storage Room Humidity Control Improvements                                                                               | \$ 80,000                         |
| Facilities, Other | TTAG LED lighting retrofit                                                                                                    | \$ 40,000                         |
| OSPS              | Exit Lighting LED Conversion                                                                                                  | \$ 30,000                         |
| OSPS              | UPS Replacement                                                                                                               | \$ 150,000                        |
| OSPS              | IT Wiring Replacement                                                                                                         | \$ 60,000                         |
| OSPS              | Flooring Replacement                                                                                                          | \$ 100,000                        |
| OSPS              | BAS Replacement                                                                                                               | \$ 100,000                        |
| Public Works      | Salt & Sand Storage Containment                                                                                               | \$ 1,800,000                      |
| Library           | Stairwell Glass and Wall Repair                                                                                               | \$ 100,000                        |
| Library           | Front Steps, Ramp and Handrail Replacement - consider as part of DRP                                                          | \$ 200,000                        |
| Library           | Stairwell and Landing Flooring Replacement                                                                                    | \$ 30,000                         |
| Library           | Washroom Upgrades and Staff Washroom                                                                                          | \$ 50,000                         |
| Library           | Main Level Drop Ceiling Installation                                                                                          | \$ 50,000                         |
| Library           | Outdoor Programmable Space                                                                                                    | \$ 50,000                         |
| Engineering       | 9 Bends Ravine - Trail Slope Stability and SWM                                                                                | \$ 2,940,000                      |
| Engineering       | 26th St W - 5th Ave W to 7th Ave W                                                                                            | \$ 400,000                        |
| Engineering       | 17th St E Storm Outfall Channel & SWQ Pond Construction                                                                       | \$ 2,440,000                      |
| Engineering       | Kenny Drain Culvert Conveyance Upgrade (C2) 26th St E                                                                         | \$ 950,000                        |
| Engineering       | Kenny Drain Stabilization & Improvement Section (W5) 26th St E -South                                                         | \$ 1,400,000                      |
| Engineering       | Kenny Drain Stabilization & Improvement Section (W6) 23rd St E -North                                                         | \$ 1,200,000                      |
| Engineering       | Brooke Basin A3 MP - Reach 6 - 19th St W Culvert Replacement                                                                  | \$ 680,000                        |
| Engineering       | Telfer Creek (TC) Subdivision - Barry's Construction                                                                          | \$ 650,000                        |
| Engineering       | 16th St E & 22nd Ave E Intersection Upgrading - Install Traffic Signals - Telfer and North side Developer Servicing Agreement | \$ 300,000                        |
| Engineering       | 16th St E Widening - south side - Heritage Grove Centre Road to 150 m east of 22nd Ave E                                      | \$ 600,000                        |
| Engineering       | 16th St E Widening - north side - 18th Ave E to 150 m east of 22nd Ave E                                                      | \$ 1,200,000                      |
| Engineering       | 20th Ave. E. Road Construction - 17th St. E. to 20th St. E.                                                                   | \$ 3,200,000                      |