# Staff Report

**Report To**: City Council

**Report From**: Jason Hoffman, Manager of Corporate Services

**Meeting Date**: July 27, 2026

**Report Code**: CR-26-074

**Subject**: Approval of 2027-2031 Multi-Year Capital Plan

## Recommendations:

THAT in consideration of Staff Report CR-26-074 respecting the approval of the 2027-2031 Multi-Year Capital Plan, City Council:

1. Approves the projects funded within the 2027-2031 Multi-Year Capital Plan; and
2. Directs staff to bring forward a further update to the 2027-2031 Multi-Year Capital Plan for subsequent approval in December 2026.

## Highlights:

- The Multi-Year Capital Plan is comprehensively reviewed by City Council on a bi-annual basis to manage municipal investments across a rolling five-year horizon.
- The 2027-2031 plan encompasses $69.4 million in fully funded capital projects to support community infrastructure, and $37.2 million in unfunded capital.
- Project financing is drawn from multiple revenue streams, including $21 million from the tax-supported operating budget, $23 million from water and wastewater rates, and the remaining $25.3 million from reserves, grants, donations, development charges, and debentures.

## Vision 2050 - Strategic Plan Alignment:

Strategic Plan Priority: The recommendation contributes to core service delivery or a corporate initiative that enables service delivery for one or more strategic priorities.

## Previous Report/Authority:

June 23, 2026, Special Council Meeting: Presentation from the Director of Corporate Services, Manager of Corporate Services, and Capital Asset and Risk Management Coordinator Re: Multi-Year Capital Plan Update 2027-2031

## Background:

City Council reviews the Multi-Year Capital Plan twice a year to ensure ongoing oversight and adaptability.

- **June Comprehensive Review:** Council evaluates the proposed five-year plan, provides feedback, and reviews any modifications made since the last cycle. As with last year, a fifth year of projects and budget allocations is added to the forecast for Council's consideration and approval.
- **December Status Update:** Staff provide a progress report detailing any adjustments to active, previously approved capital projects since the summer review.

Adopting the plan means Council is authorizing all funded projects scheduled across the five-year window. Because this process is bi-annual, Council retains continuous opportunities to question, modify, or eliminate projects prior to final approval. Furthermore, unless the City has legally committed to a third-party contract for a project, Council can always re-evaluate and adjust projects during future updates.

Approving the fully funded multi-year plan offers several strategic advantages:

- Shifts focus from year-to-year budgeting to proactive, long-term asset planning;
- Enhances the City's flexibility to adapt to shifting internal or external priorities;
- Optimizes how and when resources are allocated over time;
- Allows staff to adjust project timelines to capture operational efficiencies; and

- Enables early tendering, which often results in financial savings.

## Analysis:

Staff presented the 2027-2031 Multi-Year Capital Plan to Council during a Special Council Meeting on June 23, 2026. Arising from that session, Council approved the following amendments, which have now been fully integrated into the updated capital plan model and its accompanying summaries:

Resolution No. S-260623-003

"THAT in consideration of Staff Report CS-26-038 respecting the Nine Bends Trail and Roadway (1st Street West) Condition Update, City Council approves:

1. An allocation of up to $70,000 for engineering analysis and preliminary design from the capital reserve fund; and
2. An additional allocation of up to $10,000 for immediate consultation services from the capital reserve fund.

Please note that this $10,000 allocation is a 2026 budget item intended for immediate use and will not impact the 2027-2031 Multi-Year Capital Plan budget.

Resolution No. S-260623-005

"THAT in consideration of Staff Report OP-26-031 respecting the next steps for the 4th Avenue West Reconstruction (15th Street to 20th Street), City Council directs staff to proceed with the detailed design of Option 1A - Status Quo with Modernization, to support preparation of construction tender documents for issuance in advance of the 2027 construction season."

Resolution No. S-260623-006

"THAT in consideration of the presentation provided on June 23, 2026 from the Director of Corporate Services, Manager of Corporate Services, and Capital Asset and Risk Management Coordinator respecting the 2027-2031 Multi-Year Capital Plan, City Council directs staff to:

1. Proceed with Project CAP-27-0027 being the Greenwood Cemetery Office Accessibility Entrance and Parking Space on the condition that the City receives the Enhancing Access to Spaces for Everyone (EASE) Grant; and

2. Return to Council with Project CAP-27-0027 for consideration should the City not receive the EASE Grant."

Resolution No. S-260623-009

"THAT in consideration of the presentation provided on June 23, 2026 from the Director of Corporate Services, Manager of Corporate Services, and Capital Asset and Risk Management Coordinator respecting the 2027-2031 Multi-Year Capital Plan, City Council directs staff to remove Project CAP-27-0037 being the Julie McArthur Regional Recreation Centre Flagpole from the 2027-2031 Multi-Year Capital Plan."

## Resource Alignment:

### Financial Resources

The 2027-2031 Multi-Year Capital Plan includes $69.4 million in funded projects. The funding of these projects will be based on $21 million through annual contributions from the tax-supported operating budget, $23 million through water and wastewater rates, and the remaining $25.3 million from reserves, grants, donations, development charges, and debentures.

### Human Resources

The preparation, review, and ongoing management of the 2027-2031 Multi-Year Capital Plan requires significant staff time and cross-departmental collaboration. Specifically, the Manager of Corporate Services, the Director of Corporate Services, and the Capital Asset and Risk Management Coordinator dedicate substantial time to developing, modelling, and refining this plan. Additionally, management and staff across various City departments contribute time to identifying, estimating, and prioritizing specific capital needs.

### Time and Scheduling

The development of the Multi-Year Capital Plan operates on a bi-annual schedule. The Manager of Corporate Services, Director of Corporate Services, and Capital Asset and Risk Management Coordinator spent considerable time compiling the draft plan and detailed project sheets for the initial presentation at the June 23, 2026, Special Council Meeting, and preparing this final version for the July 27, 2026, Council Meeting. Following Council's approval, these staff members will dedicate additional scheduled time throughout the fall to review project progress and prepare the required progress report for the upcoming December 2026 status update.

### Technology and Infrastructure

N/A.

## Climate and Environmental Impacts:

There are no anticipated climate or environmental impacts.

## Communication and Engagement:

The draft 2027-2031 Multi-Year Capital Plan, including capital project detail sheets were presented to Council on June 23, 2026. The 2027-2031 Multi-Year Capital Plan will be posted to the City of Owen Sound's Budget and Finance webpage.

## Report Developed in Consultation With:

Capital Asset and Risk Management Coordinator

All management and staff boards were involved with developing the capital budget.

## Attachments:

2027-2031 Multi-Year Capital Plan Summary Page

**Reviewed by:**
Kate Allan, Director of Corporate Services

**Submission approved by:**
Tim Simmonds, City Manager

For more information on this report, please contact Jason Hoffman, Manager of Corporate Services at jhoffman@owensound.ca or 519-376-1440 ext. 1240.