

Capital Projects Update

**owen
sound**
where you *want* to live



Created

July 2026

Prepared By

City of Owen Sound

Land Acknowledgement

We acknowledge with respect, the history, spirituality, and culture of the Anishinaabe people who consist of The People of the Three Fires known as Ojibway, Odawa, and Bodéwadmi Nations on whose traditional territories we gather and whose ancestors signed Treaties with our ancestors. We recognize also, the Metis and Inuit, whose ancestors shared this land and these waters. May we all, as Treaty People, live with respect on this land, and live in peace and friendship with all its diverse peoples.



Contents

City of Owen Sound Values	04
Vision 2050 Strategic Plan	06
Capital Plan by Strategic Priority	10
Capital Funding Source	11
Multi-Year Capital Planning	12
Capital vs. Operating Budgets	14
2026 Projects	16



Our Mission

The Mission statement's ultimate purpose is to strengthen our community and to make our City an attractive and prosperous place to live. This will be accomplished through sound leadership, including a clear vision and a forward-looking direction at the municipal government level.

Mission: Strengthening our community through sound leadership.

Our Vision

The Vision is an aspiration statement that defines where Owen Sound is going. Our City is a great place to live, work, and play, and we offer the small-town feel with big-city amenities. The vision statement reflects this and serves as an inspiration for our community.

Vision: Owen Sound, Where you *want* to live.



City Values

The City of Owen Sound's core values center on Caring, Creativity, Integrity, and Sustainability, with underlying principles like collaboration, transparency, accessibility and community care, all aimed at fostering a welcoming, inclusive city where people want to live, work, and thrive by balancing growth with responsible stewardship.



1

Caring

A welcoming, inclusive, age-friendly city focused on positive change.

2

Creativity

Embracing innovation and resourcefulness for thriving.

3

Integrity

Open, honest, transparent communication with residents.

4

Sustainability

Acting responsibly (financially, environmentally, socially).

Vision 2050



A long-term Strategic Plan will work to align the City's entire workforce to the identified priorities, including; term of council priorities, annual workplans and budgets.



Vision 2050, approved by City Council in October 2025, is a historic 25-year strategic plan that lays out key principles and priorities to secure Owen Sound's future as a livable, safe and enjoyable city for everyone.

The Future Owen Sound: 2050 Vision was developed with significant community input, ensuring that this long-term plan reflects the priorities of the community.

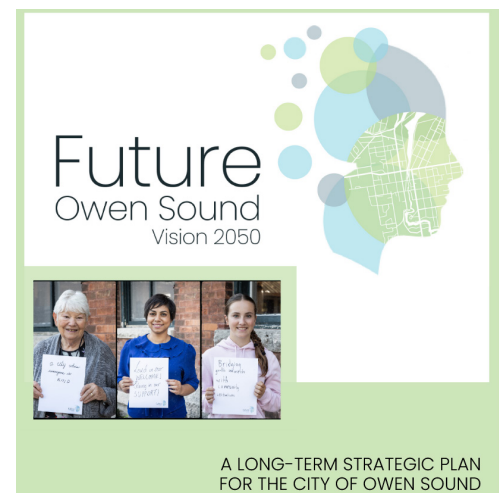
"Vision 2050 charts our City's future at a time of unprecedented change, challenge and opportunity," said Mayor Ian Boddy. "It provides a compass bearing for current and future City Councils to set priorities and take action."

✓ Guiding Vision

Vision 2050 gives current and future Councils a compass to help set goals and for staff to develop workplans that are ambitious yet achievable.

✓ Maintaining Progress

In addition to timely updates on specific action items, City Council will review progress annually.



Themes



Prosperous City

- By 2050 Owen Sound will...attract a highly skilled, intergenerational workforce and work in close partnership with existing sectors such as agriculture, healthcare, and tourism and culture—as well as newer industries, particularly in future-focused sectors such as technology and sustainability.
-



Green and Resilient City

- By 2050 Owen Sound will...be a city with a wide range of resilient and sustainable practices that protect the planet, people and economy.
-



Celebrating and Embracing Culture

- By 2050 Owen Sound will...be a city that supports and celebrates the long-standing cultural knowledge and expressions of Indigenous Peoples, its rich local cultural resources—from artists to growers to storied sites—while also embracing contributions from new populations.
-



City Building

- By 2050 Owen Sound will...be a city whose infrastructure, community amenities and housing stock are well maintained, accessible and responsive to the evolving requirements of community stakeholders and visitors.

Themes



A City That Moves

- By 2050 Owen Sound will...be connected by a comprehensive transportation network, accommodating multiple types of sustainable and accessible ways of travelling through the city.



Safe City

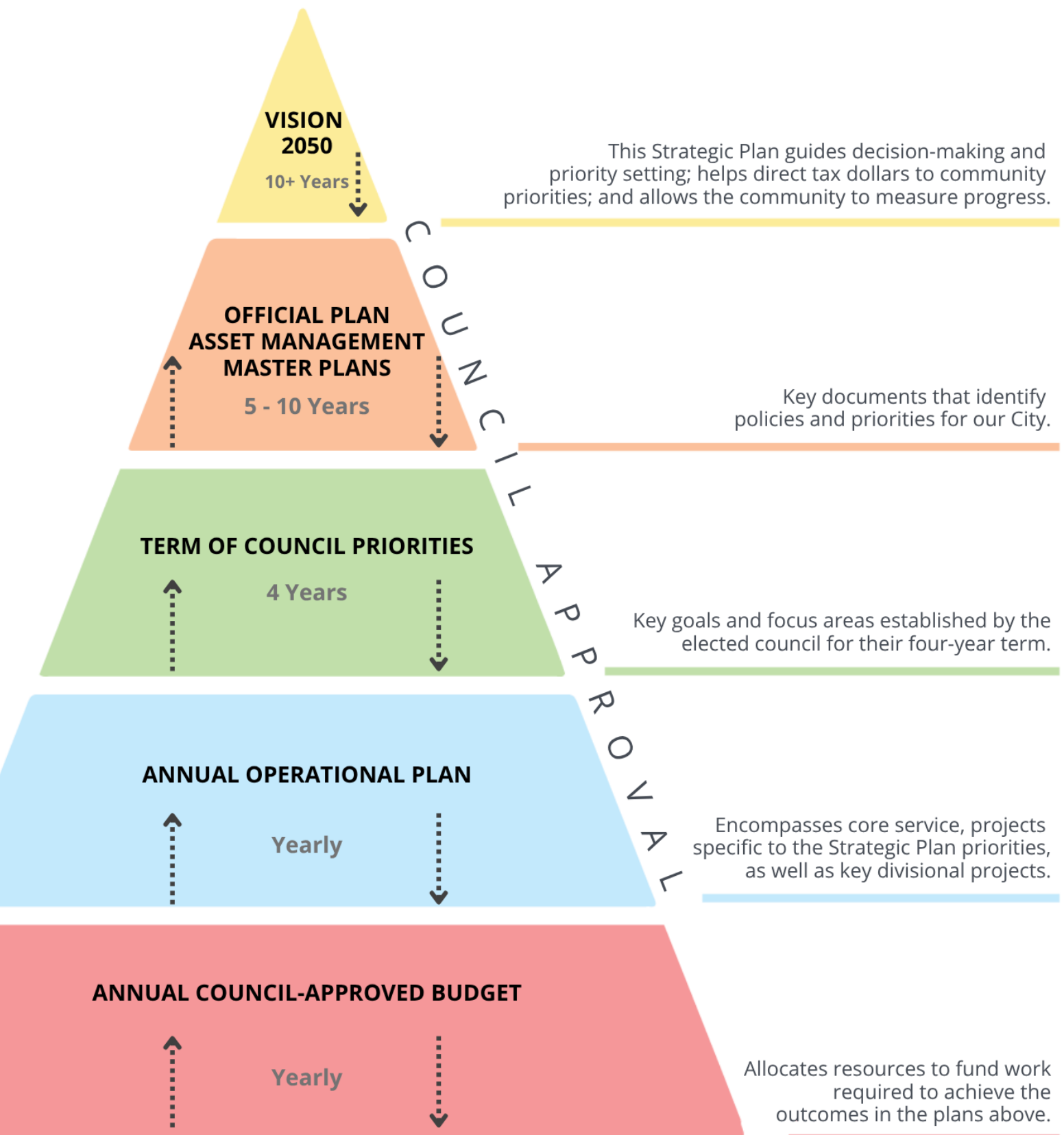
- By 2050 Owen Sound will...be regarded as a city that acknowledges multiple factors—physical, psychological, historical, etc.—that impact a sense of security, and where institutions and community members are committed to protecting each other's safety.



Fostering Mutually Beneficial and Respectful Relationships

- By 2050 Owen Sound will...build bridges of mutual respect and trust across multiple stakeholder groups to collaboratively advance productive democratic processes and to develop a more relational, front-line presence.

Why Vision 2050: A Long-Term Strategic Plan?



Capital Plan by Strategic Priority

2027 - 2031	Budget	%
Celebrating and Embracing Culture	\$569,155	0.8
City Building	\$7,925,812	11.0
Safe City	\$8,080,735	11.2
A City That Moves	\$28,952,179	40.3
Prosperous City	\$62,090	0.1
Green and Resilient City	\$25,725,693	35.8
Fostering Mutually Beneficial & Respectful Relationships	\$590,886	0.8
TOTAL	\$71,906,550	100%



Capital Funding Sources

TAX LEVY

Owen Sound uses its portion of property taxes to pay for City programs and services. This includes the services Owen Sound families rely on, like fire and emergency prevention services, parks and trails, recycle collection, snow removal and capital budget assets, repairs and investments such as road repairs and building maintenance.

28.9%

of total 2027-2031 Capital Plan

GRANTS & EXTERNAL FUNDING

The City of Owen Sound will benefit from \$15.0 million in grant and external funding for the 2027 - 2031 Capital Plan. This includes donations, grants, user fees, Gas Tax, Ontario Community Infrastructure Fund and Development Charges that contribute to Capital projects.

20.9%

of total 2027-2031 Capital Plan

RESERVES

The City maintains Reserve Funds that are committed to funding capital projects identified in long-term capital plans. These reserves offset project costs contingent on grant funding, so tax dollars are dedicated to guaranteed capital projects.

9.0%

of total 2027-2031 Capital Plan

WATER & WASTEWATER FEES

Water consumption, treatment and service fees are paid by residents and property owners for water-related services to ensure the City can provide safe drinking water, collect wastewater effectively and save for future infrastructure needs.

34.2%

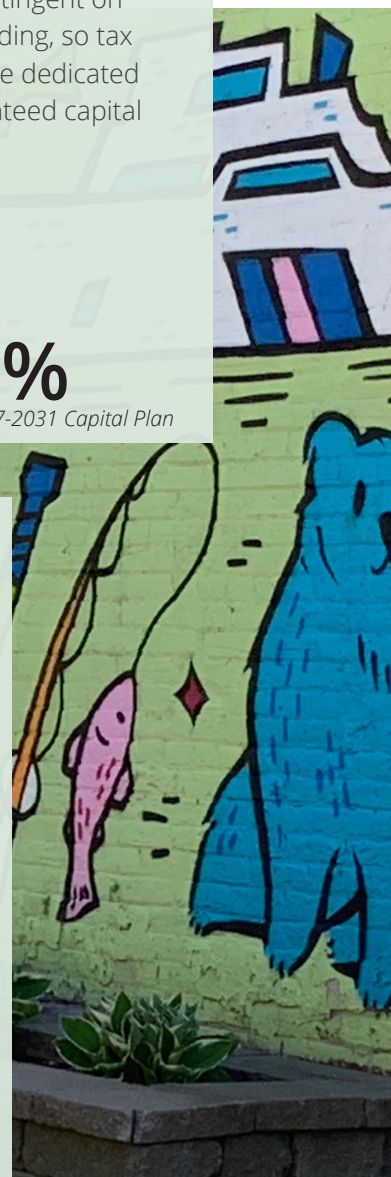
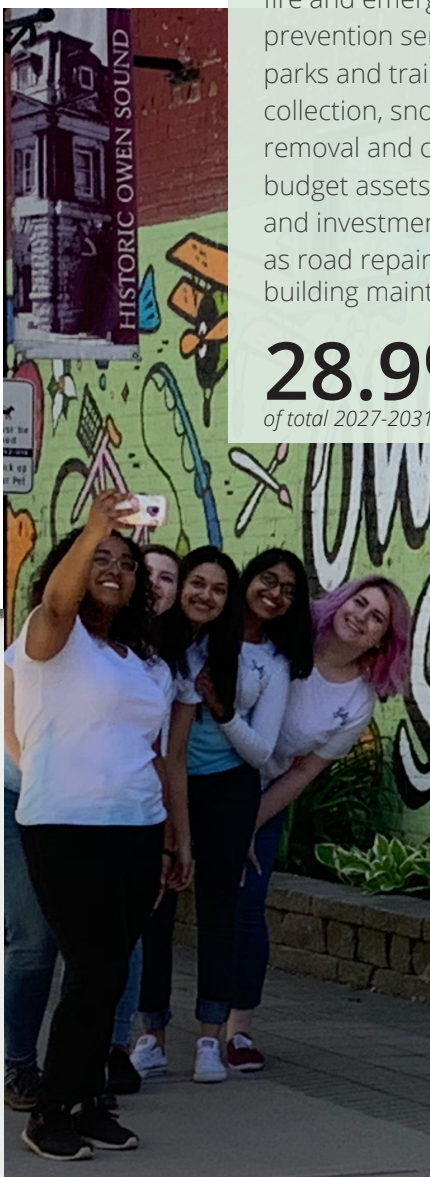
of total 2027-2031 Capital Plan

DEBT

The City may use debt to fund specific projects. This helps spread the project's cost over the asset's lifespan, or be offset by future revenues generated from the project's completion.

7.0%

of total 2027-2031 Capital Plan



Multi-Year Capital Planning



The City of Owen Sound has implemented a multi-year budget planning process, with a five-year outlook on Capital projects.

This roadmap, built with the guidance of Council and with their Strategic Priorities in mind, provides a longer-term outlook on Capital spending.



Benefits of multi-year capital planning include:

- Alignment of longer-term goals and objectives with funding plans.
- Greater certainty for residents about the future direction of taxes.
- Improved accountability and transparency of the long-term spending plan.
- Flexible allocation of resources over time.
- Improved resource planning for more complex, multi-year Capital projects.
- More efficient use of time and resources as the organization is not in 'perpetual budget mode'.
- Ability to tender projects earlier and receive more favourable pricing.

CAPITAL BUDGET
GUIDING PRINCIPLES:

**Council Strategic
Priorities**

**Calculated Project
Prioritization**

**Staff Time
Resources**



Capital vs. Operating Budgets

CAPITAL

Capital dollars are spent on the City's assets and infrastructure.

While regular repairs and maintenance are budgeted for under operating, the capital budget plans for major rehabilitation, replacement and new capital assets.

Capital project examples include bridge replacements, building refurbishments or upgrades, or new equipment.

The 2027 - 2031 Capital Plan includes \$71.9 million in funded Capital Projects and \$37.3 million in unfunded Capital Projects.*

**More information about unfunded projects can be found in Appendix B*

OPERATING

Operating Budgets cover the City's daily services and programs.

The Operating Budget is reviewed and updated annually.

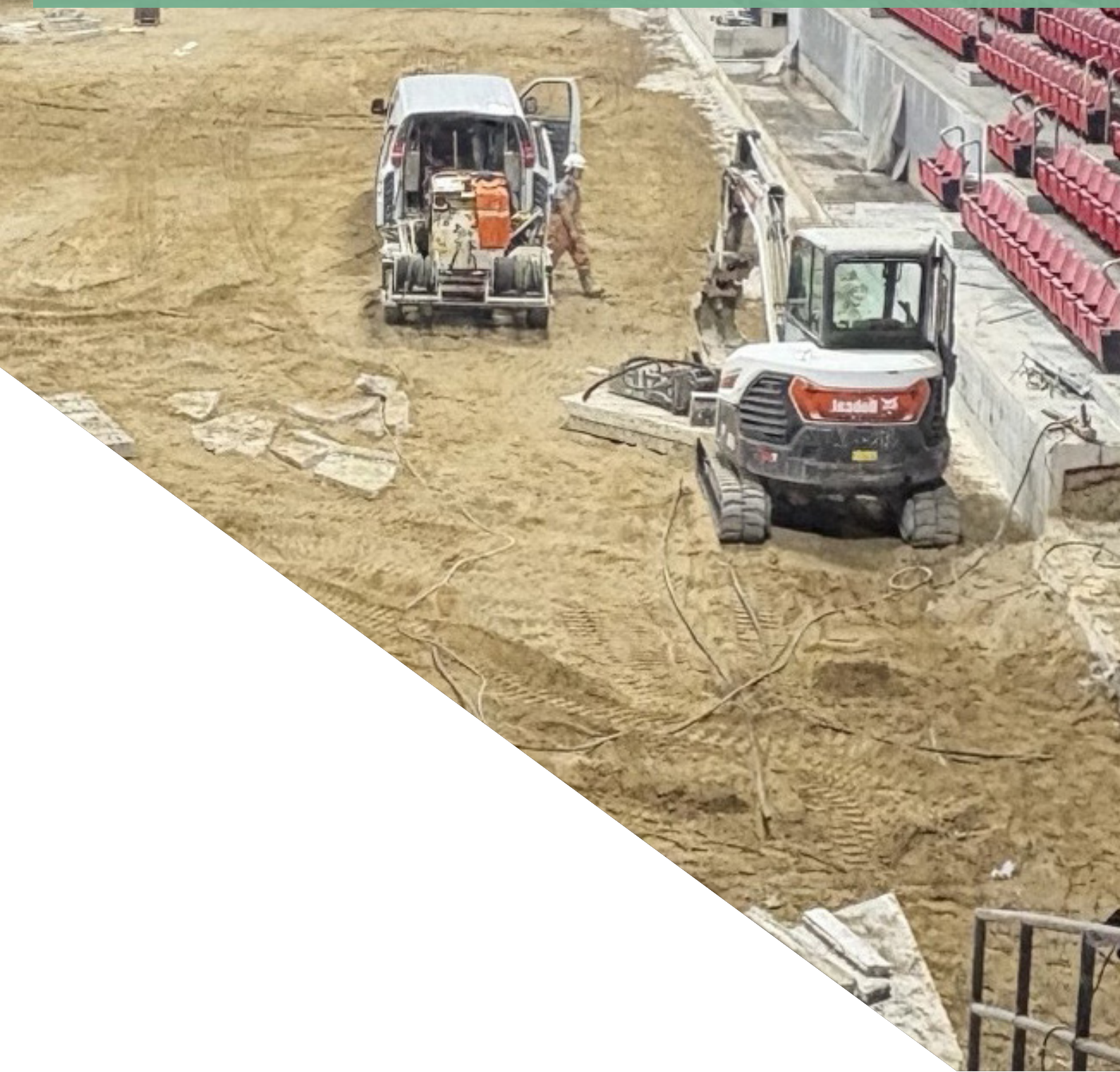
Operating costs include materials and supplies, wages and wage related costs, contract payments, debt payments and transfers to reserves to fund future capital.

The 2026 tax levy Operating Budget totals \$33.1 million.

What is the difference between a Capital Plan and a Budget?

"Budget" refers to funds that are specifically collected from the property tax base. The tax levy is dedicated funds that increase by one percent each year and the 'budget' is tied to this amount. The budgeted tax levy funding source is finite and cannot be changed without Council approval. The 2026 Capital Tax Levy is \$2,861,731.

"Capital Plan" includes the tax levy (budget) amount, as well as additional funding sources such as grants, external funding, water and wastewater rates, user fees, etc. The non-tax levy portion of the Capital Plan has bit more flexibility on how and where it is allocated between projects and between years.



2026 Projects



2026



The Projects section of the organizational work plan is an alphabetical listing of all projects that will continue from 2025 or be started in 2026.

All projects rely on involvement and collaboration with at least one other division, with some requiring participation by staff from all of the divisions across the organization. The resourcing demands for these projects are substantial and the management of the different divisional contributions is complex and challenging.

Appendices to follow this document:

- Appendix A – Full List of 2027–2031 Capital Projects
- Appendix B – Unfunded Projects
- Appendix C – 2027–2031 Capital Plan Project Detail Sheets

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