

# 2025-2034 FINANCIAL PLAN

## DRAFT CAPITAL PROJECTS

Index	Department	Project Name	Risk Level	Dept Rank	Change from Approved 2024 Capital Plan	2024 CFwd	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Operating Costs	Funding Source	Relation to Strategic Priorities	
<b>FUNDED PROJECTS</b>																				
<b>Finance</b>																				
1.0	310 - Finance	Financial Systems/Accounting Software (UNIT4 Project)	High	1	Multi year project; budget for 2025-2027 transferred from Operating Project	978,749	203,651	213,184	223,168	162,822	170,963	179,511	188,486	197,911	207,806	218,197		Capital Lending Reserve / IT Reserve	Organizational Capacity	
<b>Capital Projects</b>																				
2.0	320 - Capital Projects	Operations Management Software Planning and Replacement	High	1	Multi year project; \$195,250 added	179,956	774,250											IT / Sewer / Water	Community Growth	
2.1	780 - Sewer	Campbellton Sewer Upgrade	High	2	Build funds moved from 2024 to 2025	218,185	3,200,000											Sewer Reserve	Housing	
2.2	780 - Sewer	Interceptor Corrosion Mitigation	High	3	Budget of \$2M for build estimate added in 2026	199,035		2,000,000										Sewer Reserve	Operational	
2.3	320 - Capital Projects	Seagull Walkway Design - North (Refresh Downtown)	High		Multi year project; re-budgeted for 2025 & 2026		250,000	1,250,000										Capital Lending Reserve	Community Growth	
2.4	732 - Parks	Nunns Creek Park Enhancements	High	4	Moved from 2026/2027 to 2025/2026		175,000	6,020,395										Growing Communities	Community Growth	
2.5	320 - Capital Projects	Capital Projects Department Labour	High		No change		625,970	651,009	677,049	704,131	732,296	761,588	792,052	823,734	856,683	890,950		Capital Works / Sewer / Water	Operational	
2.6	782 - Storm Drains	Storm System Renewals	High	4	No change	260,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000		Storm Water Reserve	Community Growth	
2.7	790 - Water	John Hart Reservoir	High	2	\$6M moved from 2024 to 2025; added \$9M in 2026	498,230	6,000,000	9,000,000										30,000	Water Reserve	Housing
2.8	620 - Fire Protection	New Fire Station Headquarters - Conceptual Preliminary Design	High	6	CFWD from 2022 & 2023 & 2024 moved to 2026			244,901											Fire Reserve	Community Growth
2.9	320 - Capital Projects	Corporate Asset Management	High		No change			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Capital Works Reserve	Community Growth	
2.10	320 - Capital Projects	Erickson Road: Utility Renewal (Phase 1) & Surface Standardization (Phase 2) & Upper and Lower Erickson with Martin Road renewals (Phase 3)	High	3	Phase 2 (2027) - requires grant funding		9,798,000		7,110,500	2,600,000							15,000	Water/CWF/ Future Roadworks/ Storm/ Grants/Sewer	Community Growth	
2.11	710 - Airport	Runway & Taxiway Rehabilitation	High		Rebudgeted from 2024 to 2025		15,000,000											AIF / ACAP Grant	Community Growth	
2.12	780 - Sewer	Sewer Main Replacement	High	11	No change		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000		Sewer Reserve	Community Growth	
2.13	790 - Water	Watermain Renewal	Medium	16	No change		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000		Water Reserve	Community Growth	
2.14	782 - Storm Drains	Downtown Storm Mitigation	Medium	7	Rebudget \$250K from 2024; increase by \$500K		750,000												Grants - HAF	Community Growth
2.15	782 - Storm Drains	Petersen Road Drainage Rehabilitation	High	6	Budget increased from \$50K to \$750K in 2026; moved from 2025/2026 to 2026/2027			100,000	750,000										Storm Water Reserve	Community Growth
2.16	782 - Storm Drains	2nd and 4th Ave Outfall Upgrades- Risk Assessment	Medium	11	No change (pending Willis Rd devlp't plan); moved from 2025 to 2027				150,000										Storm Water Reserve	Community Growth
2.17	782 - Storm Drains	Nunns Creek Outfall Improvements	Medium	10	Moved from 2024-2026 to 2026-2028			150,000	150,000	150,000									Storm Water Reserve	Community Growth
2.18	782 - Storm Drains	Homewood Road Pipe Arch	Low	15	Moved from 2024/2025 to 2026/2027			75,000	750,000										Storm Water Reserve	Community Growth
2.19	790 - Water	Transmission Main Renewal	Medium		Moved from 2026/2027 to 2026/2027/2028			300,000	300,000	6,000,000									Water Reserve	Community Growth
2.20	780 - Sewer	Foreshore Force Main & Lift Station 5 & 6 Abandonment	Low	26	No change			500,000											Sewer Reserve	Operational
2.21	782 - Storm Drains	Nunns Creek/2nd Ave Detention Pond (Quinsam)	Medium	13	Moved from 2025-2027 to 2027-2029 (pending Willis Rd devlp't)				25,000	125,000	1,500,000								Storm Water Reserve	Community Growth

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2.22	730 - Roads	Seagull Walkway Surface Improvements - South (Refresh Downtown)	Low		Moved from 2025 to 2027				464,064									CWF	Healthy and Safe Community
2.23	782 - Storm Drains	Redwood St. Storm Main Renewal	Low	16	Increased from \$1.2M					1,350,000								Storm Water Reserve	Community Growth
2.24	780 - Sewer	NWEC - Secondary Clarifiers 1 & 2 Refurbishment	Low	25	No change						100,000	400,000	400,000					Sewer Reserve	Operational
2.25	782 - Storm Drains	16th Ave Box Culvert Replacement	Medium	14	No change								75,000	750,000				Storm Water Reserve	Community Growth
<b>Information Technology</b>																			
3.0	430 - IT	Workstation/Laptop Replacement	High	1	No change	24,776	46,000	46,000	46,000	78,000	46,000	46,000	46,000	46,000	46,000	46,000		IT Reserve	Operational
3.1	430 - IT	Internet Security	High	2	No change	16,058	35,000			35,000				35,000			5,000	IT Reserve	Operational
3.2	430 - IT	Printer/Photocopier Replacement	Medium	3	No change		37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000	37,000		IT Reserve	Operational
3.3	430 - IT	GIS Orthophotos	Low	4	Increased from \$17K to \$80K-\$90K			80,000		80,000		90,000		90,000		100,000		IT Reserve	Community Growth
3.4	430 - IT	Data Storage Upgrade & Primary File Server Replacement	High		No change					75,000							3,900	IT Reserve	Operational
3.5	430 - IT	Dogwood Operations Centre Phone System	Low		No change					40,000								IT Reserve	Operational
<b>Legislative Services</b>																			
4.0	440 - Legislative Services	Election Software	High		New Project		40,000											Financial Stabilization	Operational
<b>Properties</b>																			
5.0	442 - Properties	Property Redevelopment Costs	High		New Project		2,187,000											Financial Stabilization	Housing
<b>Fire Protection</b>																			
6.0	620 - Fire Protection	Self-contained Breathing Apparatus Replacement at Fire Hall #1	High	1	No change		1,000,000											Growing Communities	Operational
6.1	620 - Fire Protection	Aerial Apparatus Replacement	High	2	\$250K added in 2025 & 2027		250,000		2,250,000									CWF	Community Growth
6.2	620 - Fire Protection	Self Contained Breathing Apparatus (SCBA) Breathing Air Compressor	High	3	Moved from 2024 to 2025; increased from \$85K		100,000											Growing Communities	Community Growth
6.3	620 - Fire Protection	Small Equipment Replacement	High	5	No change		29,000	30,000	31,000	32,000	33,000	34,000	35,000	36,000	37,000	37,000		Fire Reserve	Operational
6.4	620 - Fire Protection	Small Fire Fleet Replacement	High	4	Increased from \$89,500 to \$120K			120,000		120,000		120,000						Fire Reserve	Operational
<b>Police Services</b>																			
7.0	630 - Police	Workstations for RCMP Members	Medium		Department changed from Facilities to Police		12,000											Facilities Reserve	Operational
<b>Airport</b>																			
8.0	710 - Airport	Lavatory Cart and Septage Receiving Station	Medium	4	Added septage receiving station for \$35,000		60,000										2,500	Airport Reserve	Operational
8.1	710 - Airport	Air Terminal Building - Universal Washroom	Medium	2	Moved from 2024 to 2025		15,000											Airport Reserve	Operational
8.2	710 - Airport	Airport Drive Upgrade	Low		Moved from 2029 to 2028					800,000								Airport Reserve	Community Growth
8.3	710 - Airport	Expand Airport Terminal Building Parking	Low		No change								900,000					Airport Reserve	Community Growth
<b>Fleet</b>																			
9.0	720 - Fleet	Fleet Replacement Plan	High	1	Budget numbers revised	872,146	1,660,000	1,615,000	2,685,000	1,880,000	1,525,000	1,634,000	2,011,000	2,277,000	2,788,000	1,810,000		Fleet & Heavy Equipment	Operational
<b>Facilities</b>																			
10.0	724 - Facilities	Police & Public Safety Building Lot Security Upgrade	High	4	Rebudgeted from \$500K to \$1.4M	66,267	1,400,000											Facilities / Growing	Operational
10.1	724 - Facilities	City Hall Renovations	Low	14	No change	33,121	50,000	50,000										Facilities Reserve	Operational

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10.2	724 - Facilities	Discovery Pier Structural Repairs	High	3	Budget increased from \$150K	31,954	650,000		150,000		175,000		175,000		175,000			Facilities Reserve	Operational
10.3	724 - Facilities	RCMP HVAC DDC, Chiller & Controls	High	5	Moved from 2024 to 2025; increased from \$250K to \$560K		560,000										13,000	Growing Communities	Operational
10.4	724 - Facilities	Maintenance Coordinator Vehicle	High	2	New Project		100,000											Financial Stabilization	Operational
10.5	724 - Facilities	Big House Pavilion Safety	High		Re-budget from 2024		50,000											CWF	Operational
10.6	724 - Facilities	Dogwood Operations Centre - Master Plan (Construction Below the Line)	High	7	No change		50,000											Facilities Reserve	Community Growth
10.7	724 - Facilities	Fire Alarm Panel Replacement	High		No change; breakout from 2025 Asset Renewal Program - Facilities budget		45,000											Facilities Reserve	Operational
10.8	724 - Facilities	Fire Hall #2 Furnace Replacement	High		No change; breakout from 2025 Asset Renewal Program - Facilities budget		20,000											Facilities Reserve	Operational
10.90	724 - Facilities	Airport Overhead Door Replacement	High		No change; breakout from 2025 Asset Renewal Program - Facilities budget		20,000											Facilities Reserve	Operational
10.10	724 - Facilities	Centennial Pool Change Room Paint Alternatives	High		No change; breakout from 2025 Asset Renewal Program - Facilities budget		10,000											Facilities Reserve	Operational
10.11	724 - Facilities	DOC Pallet Racking	High		No change; breakout from 2025 Asset Renewal Program - Facilities budget		10,000											Facilities Reserve	Operational
10.12	724 - Facilities	Asset Renewal Program	High	1	Increased from \$80K to \$120K for 2025-2026 and \$150K for 2027-2034			120,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000		Facilities Reserve	Operational
10.13	724 - Facilities	Video Surveillance System Ongoing Camera Renewal Program	Medium	12	Increased annual budget from \$30K to \$35K due to inflation		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000		Facilities Reserve	Operational
10.14	724 - Facilities	Energy and Water Consumption Reduction Projects	Low	16	No change		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000		Carbon Neutral Reserve	Operational
10.15	724 - Facilities	Small Equipment	Low	17	Budget increased from \$30K to \$35K due to inflation		35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000		Furniture & Equipment	Operational
10.16	724 - Facilities	Haig Brown Exterior Refurbishment	High		No change; breakout from 2025 Asset Renewal Program - Facilities budget		15,000											Facilities Reserve	Operational
10.17	724 - Facilities	Tidemark Theatre Envelope Rehabilitation	Low		Combined with foundation repairs and window replacement projects			525,000										Facilities Reserve	Operational
10.18	724 - Facilities	Maritime Heritage Center (MHC) Heat Pump / Fan Replacement & Building Automation	Medium	11	\$250K moved from 2025 to 2026	17,120		250,000										Facilities Reserve	Operational
10.19	724 - Facilities	Maritime Heritage Center (MHC) Roof Replacement	High	8	Moved from 2029 to 2027				400,000									Facilities Reserve	Operational
10.20	724 - Facilities	Maritime Heritage Centre (MHC) Aluminum Window Replacement	Low		No change				100,000									Facilities Reserve	Operational
10.21	724 - Facilities	City Hall Seismic Upgrades	Low		No change			140,000										Facilities Reserve	Operational
10.22	724 - Facilities	City Hall HVAC Upgrade	Medium		Moved from 2025/2026 to 2026/2027			35,000	925,000									Facilities Reserve	Operational
10.23	724 - Facilities	CRCC HVAC Evaluation & Replacement	Medium	13	Added \$35K in 2026 for design; \$100K moved from 2026 to 2027		35,000		100,000									Facilities Reserve	Operational
10.24	724 - Facilities	CRCC Gym Wall Partition Replacement	Medium		Moved from 2025 to 2027				250,000									Gaming Reserve	Operational
10.25	724 - Facilities	Sportsplex/Willow Point Park Entrance Signage	Low		No change				100,000									Facilities Reserve	Operational
10.26	724 - Facilities	Sportsplex Court Floor Replacement	Low		No change				75,000	75,000								CWF	Operational

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10.27	724 - Facilities	City Hall Façade Improvements, Window Replacement & Main Building Sign	Low		No change				40,000	800,000								Facilities Reserve	Operational
10.28	724 - Facilities	Enterprise Centre Roof & Skylight Replacement	Low		No change						275,000							Facilities Reserve	Operational
10.29	724 - Facilities	Enterprise Centre Lifecycle Rehabilitation Works	Low		No change							1,000,000						Facilities Reserve	Operational
<b>Roads</b>																			
11.0	730 - Roads	Argonaut Bridge Upgrades/Repairs	High		\$30K added in 2025 due inflation	231,985	30,000											CWF	Community Growth
11.1	730 - Roads	Asphalt Overlays	High	1	Budget increased from \$650K to \$700K in 2026, \$750K in 2027 and	93,662	650,000	700,000	750,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000		CWF / Capital Works Reserve	Operational
11.2	730 - Roads	Vehicle Purchases	Medium	4	New Project		175,000										26,000	Fleet & Heavy Equipment	Operational
11.3	730 - Roads	Sidewalk Infill / Accessibility Letdowns	High	2	No change		80,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000		CWF / Roads DCC	Operational
11.4	730 - Roads	Street Light Infill	Medium	3	\$90K budget removed in 2025		90,000		90,000		90,000		90,000		90,000			CWF	Operational
11.5	730 - Roads	Parking Lot Improvements	Medium		Budget added to 2026/2028/2030			40,000		45,000		50,000						Capital Works Reserve	Operational
<b>Parks</b>																			
12.0	732 - Parks	Baikie Island Bridge	High	2	Added \$125K for inflation and archaeological assessment	282,744	125,000											Parks Reserve / CWF	Operational
12.1	732 - Parks	Vehicle Purchases	Medium	3	New Project		275,000										19,500	Fleet & Heavy Equipment	Operational
12.2	732 - Parks	Ostler Park Rubberized Surface Replacement	High	3	Reduced from \$90K		75,000											Parks Reserve	Operational
12.3	732 - Parks	Marine Foreshore Restoration	Medium	5	No change		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000		CWF	Operational
12.4	732 - Parks	Downtown Decorative Lighting	Medium	2	New Project		65,000											Financial Stabilization	Operational
12.5	732 - Parks	Asset Management - Park Infrastructure Renewal Fund - Pathways	High	1a	No change; breakout from 2025 Asset Management - Park		50,000											Parks Reserve	Operational
12.6	732 - Parks	Asset Management - Park Infrastructure Renewal Fund - Irrigation Controllers	High	1c	No change; breakout from 2025 Asset Management - Park Infrastructure budget		50,000											Parks Reserve	Operational
12.7	732 - Parks	Asset Management - Park Infrastructure Renewal Fund - Outdoor Washrooms	High	1b	No change; breakout from 2025 Asset Management - Park Infrastructure budget		40,000											Parks Reserve	Operational
12.8	732 - Parks	Asset Management - Park Infrastructure Renewal Fund - Willow Point Medians	High	1d	No change; breakout from 2025 Asset Management - Park Infrastructure budget		40,000											Parks Reserve	Operational
12.9	732 - Parks	Asset Management - Park Infrastructure Renewal Fund	High		No change			180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000		Parks Reserve	Operational
12.10	732 - Parks	Robron Artificial Turf Replacement	High		No change				1,000,000									CWF / Parks Reserve	Operational
12.11	732 - Parks	Splash Park Renewal	High		No change					200,000								Parks Reserve	Operational
12.12	732 - Parks	Entrance Sign Jubilee	Low		No change					165,000								Parks Reserve	Operational
<b>Sewer</b>																			
13.0	780 - Sewer	NWEC Grizzly Contaminated Solids Dumping Site	Medium	20	Added \$50k to 2025	197,674	50,000											Sewer Reserve	Operational
13.1	780 - Sewer	Collection System Chemical Addition Station	High	7	No change	100,000	345,000										70,000	Sewer Reserve	Operational
13.2	780 - Sewer	Sewer Facility Renewal	Medium	22	No change	50,000	250,000	250,000	250,000	250,000	300,000	300,000	300,000	300,000	300,000	300,000		Sewer Reserve	Community Growth

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13.3	780 - Sewer	Downtown Sewer Capacity Expansion - Analysis (Construction Below the Line)	High	5	New Project		850,000											Grants - HAF	Community Growth
13.4	780 - Sewer	Norm Wood Environmental Centre Digester and Oxidation Ditch Diffuser - Upgrade	Medium	23	Rebudgeted from 2024 to 2025; add'l budget for digester and 2 diffusers		350,000		350,000		350,000							Sewer Reserve	Community Growth
13.5	780 - Sewer	Norm Wood Environmental Centre (NWECC) Solids Handling Study and Process Construction	High	6	Rebudgeted from 2024 to 2025; combined with Biosolids Dewatering & Handling Study		250,000		300,000		5,000,000						480,000	Sewer Reserve	Community Growth
13.6	780 - Sewer	Vehicle Purchases	Medium	16	New Project		175,000	88,000									26,000	Sewer Reserve	Operational
<b>Storm Drains</b>																			
14.0	782 - Storm Drains	City Wide Storm Water Modelling Program	High	3	Added \$40k for specific regional capacity analysis	147,591	40,000										18,000	Storm Water Reserve / Prov Grants	Community Growth
14.1	782 - Storm Drains	Flow Monitoring Equipment	High	5	\$50K added in 2025-2027	73,798	50,000	50,000	50,000								2,500	Storm Water Reserve	Community Growth
14.2	782 - Storm Drains	Redwood St. Storm Main Renewal (Construction listed Below the Line)	Low	17	Moved from 2025 to 2027				350,000									Storm Water Reserve	Community Growth
<b>Water</b>																			
15.0	790 - Water	Water Facilities Component Renewal	High	6	No change		500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000		Water Reserve	Community Growth
15.1	790 - Water	Vehicle Purchases	Medium	10	New Project		175,000	88,000									26,000	Water Reserve	Operational
15.2	780 - Sewer/790 - Water	Meter Renewal	High	7	No change		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		Sewer / Water	Community Growth
15.3	790 - Water	Water Service Renewal	Medium	14	Increased annual budget from \$50k to \$60k		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000		Water Reserve	Community Growth
15.4	790 - Water	Fire Hydrant Renewal	Low	18	Annual budget increased from \$50K to \$60K		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000		Water Reserve	Community Growth
<b>Long Range Planning</b>																			
16.0	810 - Long Range Planning	Traffic Control Upgrades/ Replacement & Intersection Improvements	High		No change	514,441		250,000	245,000								1,000	CWF / Capital Works Reserve	Operational
16.1	810 - Long Range Planning	Cycling Infrastructure	Medium	6	No change	316,348		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000		CWF / Carbon Neutral	Healthy and Safe Community
16.2	810 - Long Range Planning	Transit Bus Shelters	Medium	4	No change	55,125	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000		CWF	Healthy and Safe Community
<b>Recreation &amp; Culture</b>																			
17.0	820 - Recreation & Culture	Sportsplex Chairs and Dollies	High	1	Moved from 2024 to 2025; moved above the line and funded		156,200											Growing Communities	Community Growth
17.1	820 - Recreation & Culture	Recreation Equipment	High	2	Future year amounts updated for inflation		58,000	36,400	27,900	34,900	34,900	36,000	36,600	37,100	47,100	29,300		Furniture & Equipment	Community Growth
<b>Solid W Solid Waste</b>																			
18.0	830 - Solid Waste	Solid Waste Bins	Medium		New Project		2,000,000											Water Reserve	Operational
<b>TOTAL FUNDED PROJECTS</b>						<b>5,458,965</b>	<b>57,102,071</b>	<b>31,149,889</b>	<b>27,411,681</b>	<b>22,848,853</b>	<b>17,379,159</b>	<b>11,698,099</b>	<b>12,131,138</b>	<b>11,604,745</b>	<b>11,594,589</b>	<b>10,478,447</b>	<b>738,400</b>		
<b>UNFUNDED PROJECTS</b>																			
19.0	105 - Mayor & Council	Refresh Downtown - Upper and Lower Shoppers Row & 11th Ave	Medium		Moved from 2025/2026/2028 to 2026/2027/2029			30,000	1,877,000		10,190,000						19,070	TBD	Healthy and Safe Community
19.1	105 - Mayor & Council	Pier Street South (Refresh Downtown)	Medium		No change				260,000	2,600,000								TBD	Healthy and Safe Community
19.2	105 - Mayor & Council	Pier Street North (Refresh Downtown)	Medium		No change					340,000	3,400,000							TBD	Healthy and Safe Community



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19.3	310 - Finance	Separate Utility Billing	Low		No change			55,000									52,000	TBD	Organizational Capacity
19.4	320 - Capital Works	Vehicle Purchase for AM data collection	Medium	1	New Project			100,000									12,000	TBD	Operational
19.5	410 - Communications	Staffweb Intranet Upgrade	Medium	2	Moved from 2025 to 2026			64,000										TBD	Operational
19.6	442 - Properties	Property Purchase	Low		Moved from 2024 to 2025		1,000,000											TBD	Community Growth
19.7	430 - IT	Meeting Room Technology Upgrades	Medium	2	New Project		93,500											TBD	Operational
19.8	620 - Fire Protection	New Fire Station Headquarters Construction	High	7	No change		2,100,000	18,900,000										TBD	Community Growth
19.9	620 - Fire Protection	Fire Engine Replacement	High	8	Increased from \$1.5M to \$1.65M						1,650,000							TBD	Community Growth
19.10	710 - Airport	Airport Water Pump Station	Medium	6	New Project		3,600,000										25,000	TBD	Community Growth
19.11	710 - Airport	Extend Taxiway Bravo & NW Development Area Construction	Medium	7	Projects combined		2,580,000	2,800,000									20,000	TBD	Operational
19.12	710 - Airport	Amenities for Airport Viewing Area	Low	1	New Project		35,000										400	TBD	Community Growth
19.13	710 - Airport	Pilot's Lounge - Washroom facility	Low	3	Moved from 2024 to 2025		15,000										400	TBD	Operational
19.14	710 - Airport	Grader	Low	12	Moved from 2024 to 2025; ACAP Funded		75,000											TBD	Operational
19.15	710 - Airport	Airport Drive Extension to PAL Aerospace	Medium	8	Moved from 2024 to 2026; increased from \$340K to \$500K			500,000										TBD	Community Growth
19.16	710 - Airport	Apron Expansion	Medium	9	Moved from 2024/2025 to 2025/2026; increased from \$2M to			220,000	2,200,000								15,000	TBD	Community Growth
19.17	710 - Airport	ATB HVAC	Medium	10	Increased from \$550K to \$800K				800,000									TBD	Community Growth
19.18	710 - Airport	Public Parking Lot Lighting Upgrade	Low	11	No change					400,000								TBD	Community Growth
19.19	724 - Facilities	Enterprise Centre Renovation (Volunteer)	High	9	New Project		100,000											TBD	Operational
19.20	724 - Facilities	Furniture Renewal Program	Low	18	Reduced from \$125K to \$50K		50,000	50,000	50,000	50,000	25,000	25,000						TBD	Community Growth
19.21	724 - Facilities	Fall Protection Installation	High	9	Moved from 2024 to 2025		45,000											TBD	Operational
19.22	724 - Facilities	Building Access Upgrade	Low	19	Moved from 2024/2025/2026 to 2025/2026/2027		40,000	44,000	70,000									TBD	Community Growth
19.23	724 - Facilities	Tidemark - HVAC Replacement	Medium	15	New Project		35,000	751,000										TBD	Operational
19.27	724 - Facilities	Tidemark - Accessibility Upgrades	Low		New Project			250,000										TBD	Operational
19.31	724 - Facilities	Tidemark - Green Room Renovation	Low		New Project			100,000										TBD	Operational
19.37	724 - Facilities	Tidemark - Concession Renovation	Low		New Project					200,000								TBD	Operational
19.24	724 - Facilities	EV Charger Installations	Medium	10	New Project		20,000	20,000	20,000	20,000	20,000						1,500	TBD	Operational
19.25	724 - Facilities	Dogwood Operations Centre Construction	High	7	Build increased from \$3M to \$50M in 2028; added \$25M in 2030			1,000,000		50,000,000		25,000,000						TBD	Community Growth
19.26	724 - Facilities	Centennial Pool Change house Renovations Design	Low		Moved to Unfunded and from 2024 to 2026; tied into Parks & Rec Master			347,607										TBD	Community Growth
19.28	724 - Facilities	Replace/Refinish CRCC & Sportsplex Court Flooring	Medium		New Project			200,000				50,000						TBD	Operational
19.29	724 - Facilities	Fire Hall #2 Locker Rooms / Dorms	Low		Moved to Unfunded			125,000										TBD	Operational

## 2025-2034 FINANCIAL PLAN DRAFT CAPITAL PROJECTS

Index	Department	Project Name	Risk Level	Dept Rank	Change from Approved 2024 Capital Plan	2024 CFwd	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Operating Costs	Funding Source	Relation to Strategic Priorities	
19.30	724 - Facilities	Fire Hall 1 Rehabilitation Works	High		\$650K moved from 2025 to 2027; \$100K for required roof replacement			100,000	650,000									TBD	Community Growth	
19.32	724 - Facilities	City Hall Foyer Accessible Washroom	Low		Moved from 2025 to 2026; budget increase from \$45K			100,000										TBD	Operational	
19.33	724 - Facilities	Airport Overhead Door Replacement	High	6	Moved from 2024/2025 to 2026/2027			80,000	80,000									TBD	Community Growth	
19.34	724 - Facilities	Facility Level Condition Assessments	Low		Moved from 2025 to 2026			60,000		75,000								TBD	Community Growth	
19.35	724 - Facilities	Pound Replacement	Low		Moved from 2029 to 2027				900,000									TBD	Community Growth	
19.36	724 - Facilities	IT Office Renovations	Low	1	New Project				125,000									TBD	Operational	
19.38	730 - Roads	Left Turn Lane - Ocean Shores Strata	Low		New Project		299,600											TBD	Operational	
19.39	730 - Roads	Driveway Entrance and Sidewalk Replacement	High	2	No change		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000		TBD	Operational	
19.40	730 - Roads	Sidewalk Snow Removal Equipment	High	2	New Project		55,000	55,000									28,000	TBD	Operational	
19.41	730 - Roads	Fire Hall 2 Parking Lot Asphalt Overlay	Low	7	New Project		40,000											TBD	Healthy and Safe Community	
19.42	730 - Roads	Pay Parking at 1300 Island Highway	Low		Moved from 2024 to 2025		24,000										3,000	TBD	Community Growth	
19.43	730 - Roads	Road Paving and Crack Sealing Equipment	Medium	6	New Project			125,000										TBD	Operational	
19.44	730 - Roads	Snow Removal Equipment	Medium		Moved from 2026 to 2027; increased from \$400K to \$500K				500,000									TBD	Operational	
19.45	730 - Roads	New Gate and Entrance into Elk River Timber (ERT) Transfer Site	Medium	5	New Project				300,000								1,200	TBD	Operational	
19.46	732 - Parks	Playground Renewal Program	High	6	Funding added and increased across the 10-year plan		200,000	200,000	300,000	200,000	200,000	350,000	250,000	300,000	250,000	300,000		TBD	Community Growth	
19.47	732 - Parks	East Walkway Construction at Robron Park	Low		No change		200,000											TBD	Community Growth	
19.48	732 - Parks	Hwy 19A Cemetery Improvements	Medium	8	No change		170,000											TBD	Operational	
19.49	732 - Parks	Ostler Park Master Plan	Medium	9	Decreased from \$250K to \$50K		50,000											TBD	Community Growth	
19.50	732 - Parks	New Park/Playground - Maryland Green Space	Low	10	Moved from 2024/2025 to 2025/2026		80,000	687,000									12,000	TBD	Community Growth	
19.51	732 - Parks	Bear Proof Garbage Receptacles	Medium	4	New Project		25,000											TBD	Operational	
19.52	732 - Parks	Vehicle Purchases	Medium	3	New Project			200,000									19,500	TBD	Operational	
19.53	732 - Parks	New Additional Artificial Turf Field at Robron Park	Medium	5	New Project			175,000	6,000,000								50,000	TBD	Community Growth	
19.54	732 - Parks	Maritime Heritage Park Construction	Low		No change			75,000	275,000								25,000	TBD	Community Growth	
19.55	732 - Parks	Quinsam Park Open Space Design & Development	Medium		No change			32,000	475,000									TBD	Community Growth	
19.56	732 - Parks	Centennial Park Tennis Court Renovation	Medium		No change				570,000									TBD	Community Growth	
19.57	732 - Parks	Frank James Park Detailed Design and Construction Phases	Low		No change				156,000	200,000	313,000	720,000	238,000					TBD	TBD	Community Growth
19.58	780 - Sewer	Lift Station #11 Biofilter Reconstruction	Low	24	Moved from Funded; moved from 2025 to 2027				134,150										TBD	Community Growth
19.59	732 - Parks	Maryland to Jubilee Greenway Loop	Low		Moved from 2026 to 2028; increased from \$400K to \$500K					500,000								TBD	Community Growth	
19.60	780 - Sewer	Lift Station Backflow Preventor Upgrades	Medium	17	New Project		30,000	30,000	30,000								500	TBD	Healthy and Safe Community	

## 2025-2034 FINANCIAL PLAN DRAFT CAPITAL PROJECTS

Index	Department	Project Name	Risk Level	Dept Rank	Change from Approved 2024 Capital Plan	2024 CFwd	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Operating Costs	Funding Source	Relation to Strategic Priorities
19.61	780 - Sewer	Downtown Sewer Capacity Expansion (Construction)	High	5	New Project; analysis funded for 2025				1,500,000	250,000	1,750,000							TBD	Housing
19.62	782 - Storm Drains	Weather Station Installations	Medium	8	New Project		50,000										1,000	TBD	Operational
19.63	782 - Storm Drains	Fire Hall 2 Oil/Grit Separator	Medium	9	New Project		40,000											TBD	Healthy and Safe Community
19.64	782 - Storm Drains	Rockland Road (Simms Creek South) Twin Multiplate Culvert Replacement	Low	18	New Project								200,000	750,000				TBD	Healthy and Safe Community
19.65	790 - Water	Campbell River Road Watermain at Quinsam Road	Medium	11	New Project		225,000											TBD	Operational
19.66	790 - Water	Dogwood Operations Centre (DOC) Bulk Water Station/Undercarriage Cleaner	Medium	12	New Project		200,000	600,000										TBD	Operational
19.67	780 - Sewer/790 Water	Vehicle Purchase - FTE SCADA Technical	Medium		New Project		80,000										12,000	TBD	Operational
19.68	790 - Water	Water Condition Assessments	Medium	13	Changed from Funded; moved from 2024 to 2026			165,000										TBD	Community Growth
19.69	790 - Water	Rockland Road Fire Flow	Medium		New Project					500,000								TBD	Operational
19.70	790 - Water	Beaver Lodge Reservoir Expansion	Medium		New Project					300,000	4,000,000							TBD	Housing
19.71	790 - Water	Rockland Road Transmission Main	Medium		Changed from Funded; moved from 2026/2027 to 2028/2029					100,000	875,000							TBD	Community Growth
19.72	790 - Water	Flow Capacity to Snowden Reservoir	Medium		New Project							1,400,000						TBD	Housing
19.73	790 - Water	Water Filtration Facility	Medium		No change									70,000,000			500,000	TBD	Housing
19.74	820 - Recreation & Culture	Spirit Square Enhancements	Medium	4	Moved from 2024-2026 to 2025-2027		25,000	50,000	25,000									TBD	Community Growth
19.75	820 - Recreation & Culture	Weight Room Floor	Low		Moved from Funded; moved from 2025 to 2026			50,000										TBD	Community Growth
19.76	810 - Long Range Planning	South Petersen Improvements	Low		Moved from Roads to Long Range Planning				400,000	2,250,000							10,000	TBD	Community Growth
19.77	810 - Long Range Planning	Ferry Terminal Access Improvements	Low		Moved from Roads to Long Range Planning						200,000							TBD	Community Growth
<b>TOTAL UNFUNDED PROJECTS</b>						-	11,682,100	28,440,607	17,797,150	57,685,000	23,123,000	27,595,000	838,000	1,150,000	70,350,000	400,000	807,570		

### CARRY-FORWARD PROJECTS ALREADY APPROVED BY COUNCIL

#### Carry Forward Projects Completed/Required for Maintenance

20.0	320 - Capital Projects	6th Ave - Thulin Utility Renewal	High			180,000												Storm / Sewer / Water	Community Growth
20.1	320 - Capital Projects	2023 Sewer Main Replacement	High	9		40,000												Sewer Reserve	Community Growth
20.2	320 - Capital Projects	Sportsplex Rehabilitation & Addition	High			25,000												Gaming Reserve	Community Growth
20.3	320 - Capital Projects	Highway 19A Sewer Upgrade - Twillingate to Barlow (DCC Eligible)	Medium	15		377,780												Sewer Reserve	Community Growth
20.4	442 - Properties	Property Purchase	High			5,225												Financial Stabilization	Community Growth

#### Carry Forward Projects Awaiting Final Invoicing

20.5	620 - Fire Protection	Downtown Fire Station #1 Server Room Fire Suppression System	High			67,129												Financial Stabilization	Operational
20.6	724 - Facilities	Dogwood Operations Centre Master Plan	High			3,445												Facilities Reserve	Community Growth
20.7	782 - Storm Drains	Dogwood Detention Pond Rehabilitation	High	2		37,219												Storm Water Reserve	Community Growth



**2025-2034 FINANCIAL PLAN  
DRAFT CAPITAL PROJECTS**

Index	Department	Project Name	Risk Level	Dept Rank	Change from Approved 2024 Capital Plan	2024 CFwd	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Operating Costs	Funding Source	Relation to Strategic Priorities
20.8	790 - Water	Water Cathodic Protection Survey	Medium	8		74,860												Water Reserve	Community Growth
<b>Carry Forward Projects Multi Year Project</b>																			
20.9	320 - Capital Projects	Norm Wood Environmental Centre Upgrades	High	1		1,482,522												Sewer / DCC	Community Growth
20.10	320 - Capital Projects	2024 Sewer Main Replacement	High	10		1,007,102												Sewer Reserve	Community Growth
20.11	400 - Director of Corporate Svcs	City Web Site Update	High	1		215,276												IT Reserve	Operational
20.12	620 - Fire Protection	Fire Master Plan	High			100,000												Fire Reserve	Community Growth
<b>Carry Forward Projects Delayed for Operational Reasons</b>																			
20.13	320 - Capital Projects	2024 Cedar School Sanitary	High	8		483,394												Sewer Reserve	Community Growth
20.14	320 - Capital Projects	Lift Station #4 Slope Stabilization & Repairs	Medium	21		275,561												Sewer Reserve	Community Growth
20.15	320 - Capital Projects	Sewer Facility Renewal - Lift Station #1 Revitalization	Medium	22		70,000												Sewer Reserve	Community Growth
20.16	320 - Capital Projects	Asset Management Service Levels	Medium			50,000												CWF	Community Growth
20.17	320 - Capital Projects	Asset Management Risk Assessments	Medium			25,000												CWF	Community Growth
20.18	430 - IT	City Hall Wi-Fi Replacement	High	3		25,000												IT Reserve	Operational
20.19	610 - Bylaw Enforcement	Animal Control Vehicle & Equipment	High	1		86,895												Financial Stabilization	Operational
20.20	620 - Fire Protection	Decontamination Unit	High			206,442												Financial Stabilization	Operational
20.21	620 - Fire Protection	Portable Radio Replacement	High			165,000												Fire Reserve	Operational
20.22	710 - Airport	Expansion of Jet Fuel Storage - Construction	High			269,071												Gaming Reserve / Financial	Community Growth
20.23	732 - Parks	Willow Point Park Ball Field Netting	High			68,202												Parks Reserve	Community Growth
20.24	732 - Parks	Outdoor Washroom Installation - Beaver Lodge Lands South Parking Lot	High			9,026												Parks Reserve	Community Growth
20.25	780 - Sewer	City Wide Sewer Modelling Program	High	4		111,349											18,000	Sewer Reserve	Community Growth
20.26	780 - Sewer	Lift Stations Electrical Assessment	Medium	19		100,000												Sewer Reserve	Operational
20.27	782 - Storm Drains	Quinsam Heights Integrated Storm Water Management Plan	High	1		100,995												Storm Water Reserve	Community Growth
20.28	790 - Water	Water System Strategic Action Plan Update	High	1		234,300												Water Reserve	Community Growth
20.29	790 - Water	Water Dept Temporary Location	High	3		173,270												Water Reserve	Operational
20.30	790 - Water	Backflow Management Software Replacement	High	5		100,000												Water Reserve	Operational
20.31	790 - Water	Cross Connection Control Program Update	High	4		75,000												Water Reserve	Community Growth
20.32	810 - Long Range Planning	Pedestrian Signal Crossing Lights - Dogwood at Alder Overhead Lights	Medium			30,000												CWF	Operational
20.33	830 - Solid Waste	Solid Waste Bins	High			9,523												Grants / Capital Works Reserve	Operational
<b>TOTAL CARRY-FORWARD PROJECTS ALREADY APPROVED BY COUNCIL</b>						<b>6,283,586</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,000</b>		