

PROPOSED 2022 - 2031 CAPITAL PLAN



2022 BUDGET

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NORFOLK COUNTY
 PROPOSED 2022-2031 CAPITAL PLAN
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SECTION 1:

CORPORATE SERVICES REPORT



Working together with our community

Budget Committee Meeting – November 2, 2021

Subject: Proposed 2022-2031 Capital Plan
Report Number: CS 21-62
Division: Corporate Services
Department: Financial Planning and Reporting
Purpose: For Decision

Executive Summary:

Though the 2022 Budget will present some unique challenges, it is clear that Council has achieved their key objective in moving the County into a stronger financial position throughout the duration of its term. Notably, the County is currently in a net positive position in the Capital Reserves, including the impact of approved capital expenditure commitments. During the 2021 budget presentation this position was not anticipated to occur until 2023. This significant achievement was accomplished through continued reserve contribution increases, contributions from the 2020 year-end surplus, and a one-time Federal Gas Tax funding top up.

Even with the significant strides that have been made over the last few years, Norfolk County will continue to feel pressures relating to asset management within the 2022 Capital Plan. Through continued diligence with reserve contribution increases, internal policies to manage debt, and the support of surplus property sales, the County will be in a much stronger position to manage these pressures.

The Capital Plan presents proposed gross capital expenditures totaling \$671.3 million (M) for the ten-year forecast period for all County operations, including Rate Supported Capital Projects and Levy Supported Capital Projects. Included in the plan is \$44.0M in projects planned to be initiated in 2022.

The majority of these projects are for the replacement of existing assets to maintain our current service levels. Overall, there have been a number of significant changes to the Capital Plan, and as a result, the Plan has increased by 15%, or \$91M, as compared to the 2021 – 2030 Capital Plan. Drivers of the changes include: additional projects (\$23.1M), cost increases/revised estimates (\$37.8M), inflationary adjustments (\$24.0M); and prioritization of core infrastructure projects based on asset management needs assessments.

With the continued development of the asset management plan, the infrastructure gap is becoming clearer. At present, there is over \$72M of additional rehabilitation and replacement work relating to “core assets” anticipated within the 10-year forecast period that has not been included in the Capital Plan. This amount has increased from an estimated \$40M reported in 2021 due to information enhancements relating to linear infrastructure, and revisions to road reconstruction and stormwater needs calculations.

Although there has been some improvement in our reserves, they currently continue to be insufficient to fund the replacements of existing assets included in the plan. This will result in a heavy reliance on debt, causing forecasted repayment levels to rise to 14.5% of own source revenues within the 10 year period; this debt level is considered high, and is extremely close to Norfolk County’s internal debt limit of 15%. Consequently, without additional funding being identified, or assets potentially being closed and sold off, there is little room in the budget to include the projects required to address the core infrastructure gap, to finance new initiatives, or to provide for service level enhancements.

Given this financial outlook for the County, the review process for the Capital Plan has shifted to focus on the asset management plan and service levels. To improve the

financial situation, service level discussions in conjunction with our budget engagement sessions will aid the Budget Committee in deciding the desired service levels for Norfolk County. This shift will guide discussions with the community to be focused on what is truly needed, desired, and affordable, so that we can plan for a financially sustainable future.

To mitigate the operating budget financial pressures experienced due to the significant increase to this year's Plan, a reduction in service levels for road resurfacing projects is recommended. The result is a reduction of \$1.1M in capital expenditures per year (2022 dollars) within the Surface Treatment and Rural Road Resurfacing Programs. In addition, it is recommended that a very serious and holistic review of established service levels be completed. Once the level of service is established, Council will need to address the following options to ensure an improved financial outlook, as well as to place the County in a better position to support new initiatives:

1. Increase tax and rates in order to increase infrastructure reserve contributions
2. Increase debt reliance over the approved 15% level

Overall, the County has made considerable progress in building a strong financial future. Although the hard work may not yet be done, Council should be pleased with its efforts of oversight and accountability for the County's finances.

Discussion:

Development of the Capital Plan:

The County is responsible for maintaining a variety of major types of municipal capital investments with an approximate book value of just over \$1 billion dollars based on the 2020 audited Consolidated Financial Statements. These assets include roads, bridges, water and wastewater, facilities, vehicles, equipment and other infrastructure. Not only is there a need to provide for the replacement of these assets, there are also annual operating costs related to the assets that continue to rise.

Major capital expenditures are the primary focus of the Capital Plan. Expenditures for repairs and maintenance of Tangible Capital Assets (TCAs) are not included in the Capital Plan. Rather, repairs and maintenance costs are included in the operating budget as these items are considered an operating need.

Development Process and Plan Considerations:




There were many things taken into consideration during the process for development of the 2022 Capital Plan, including: Budget Engagement Feedback, Council approved Budgetary Guidance, the Asset Management, and the thorough review and deliberations completed by Senior Leadership Team.

Budget Engagement

As recommended in staff report CS 21-43 2022 Budget Process Timetable and Guidelines, staff in Corporate Services and Corporate Communications launched the 2022 budget engagement campaign on September 17th. The campaign included a dedicated web page, a virtual session, a budget survey, and promotional marketing and communications. The main goal of the campaign was to encourage participation in budgetary discussions, in order to provide Council with as much data and feedback as possible prior to budget deliberations. The results of the online survey were provided to Council in Report CS 21-64, presented at the October 12th Budget Committee meeting.

In addition, further feedback was received through a virtual public engagement session held on October 20, 2021. Those comments will also be summarized within a memo to be presented to the Budget Committee.

The main outcomes from the public engagement included:

	Key Priority	Infrastructure funding for Core Services (providing for replacements for things like Road Infrastructure & Emergency Services)
	87% Willing to Drive Further For Improved Asset/Service	Between 5 to over 20 minutes further to access a facility if the County was able to provide an improved asset or service
	Additional Feedback	Road infrastructure, many respondents indicating poor condition Support for recreation facility investments

Budget Guidance

Council had approved budget guidance earlier this year for the Capital Plan (Report CS 21-43 2022 Budget Process Timetable and Guidance, presented on July 20, 2021). The main guidance recommendations that relate to the Capital Budget have been outlined below, as well as the results of the guidance:

2022 Guidance:

Project selection based on risks & needs from the asset management plan



Results:

Major changes in the plan for Core Infrastructure where there is clarity of the asset management needs

Review of prior approved project that experienced delays and project management capacity



Project shifting from 2022, to future years of the plan, based on project management capacity

Overall, adoption of Guidance measures for the 2022 Capital Plan supported the comprehensive review strategy taken by staff in the preparation of the plan.

Asset Management

The development of Norfolk County’s comprehensive Asset Management Plan (AMP) is underway and has continued to be developed and improved. Current focus continues to be placed on collecting information relating to the core assets of Norfolk County. Core assets include structures, roads, stormwater, water and wastewater infrastructure. For each of these asset groups a detailed inventory has been established, and attributes such as the assets’ age, condition, and rehabilitation/replacement costs have been documented.

The Capital Plan now utilizes this asset data to prioritize projects. Additionally, this information has also been used to identify capital needs over the long term that have not been included in the Capital Plan.

Based on this process, over \$72M of additional rehabilitation and replacement work relating to the core assets is anticipated within the 10-year forecast period that has **not** been included in the Capital Plan. Arguably, if the budgetary values included within the Capital Plan represent the financial resources available for asset management, this additional investment identified is the county’s infrastructure gap. This core asset infrastructure gap has increased from an estimated \$40M reported in 2021. This change is the result of: information enhancements relating to linear infrastructure; revisions to road reconstruction and stormwater needs calculations; as well as, changes to the road resurfacing service level. It should also be noted that the gap will continue to fluctuate annually until the County’s capital spend matches the needs.

Due to this significant infrastructure gap, it is important to look at balancing the costs,

opportunities, and risks of asset performance against how the asset should last and perform over its life, to provide the services desired to Norfolk County residents. Recognizing the need to balance these priorities, EIS staff completed a comprehensive review of the entire 10-year capital forecast using the AMP information. In addition, during SLT deliberations, service levels were used to assess the urgency and need for certain projects. Due to this holistic review, the Capital Plan has changed substantially when comparing to previous budget forecasts.

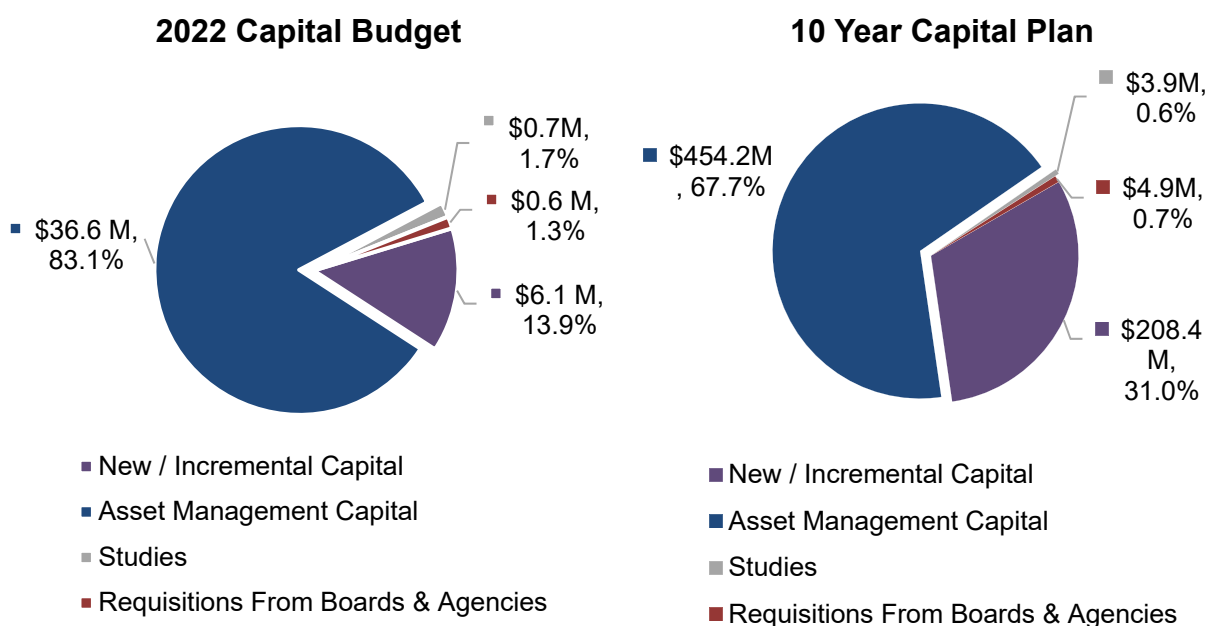
It is important to note, at present, formal service levels for each project type need to be established and adopted by Council. In conjunction with the AMP, staff will work towards formalizing defined service standards for each area for consideration in future deliberations.

Analysis of the Capital Plan

The Capital Plan presents a proposed gross capital expenditure program totaling approximately \$671.3M for the ten-year forecast period for all County operations, including Rate Supported Capital Projects and Levy Supported Capital Projects. The Capital Budget includes \$44.0M for projects planned to be initiated in 2022.

Chart 1 below, provides a summary of the Capital Plan based upon the four project type categories: New/Incremental Capital, Asset Management Capital, Studies, and Requisitions from Boards & Agencies.

Chart 1: Capital Plan by Project Type for 2022 and 10-Year Plan



As can be seen above, 83.1% of the 2022 projects and 67.7% of the overall projects are for asset management capital. These projects are for the straight replacement of assets to maintain our current service levels and ensure assets remain in good condition. It is important to note, that these figures do not include the approximate \$72 M infrastructure gap currently identified in the AMP. This means that there are less funds to allocate towards new initiatives and service enhancements at our current service levels.

The infographic on the next page provides more detail on the significant projects included in the 2022-2031 Capital Plan.

2022 – 2031 CAPITAL PLAN DRIVERS

\$671 Million



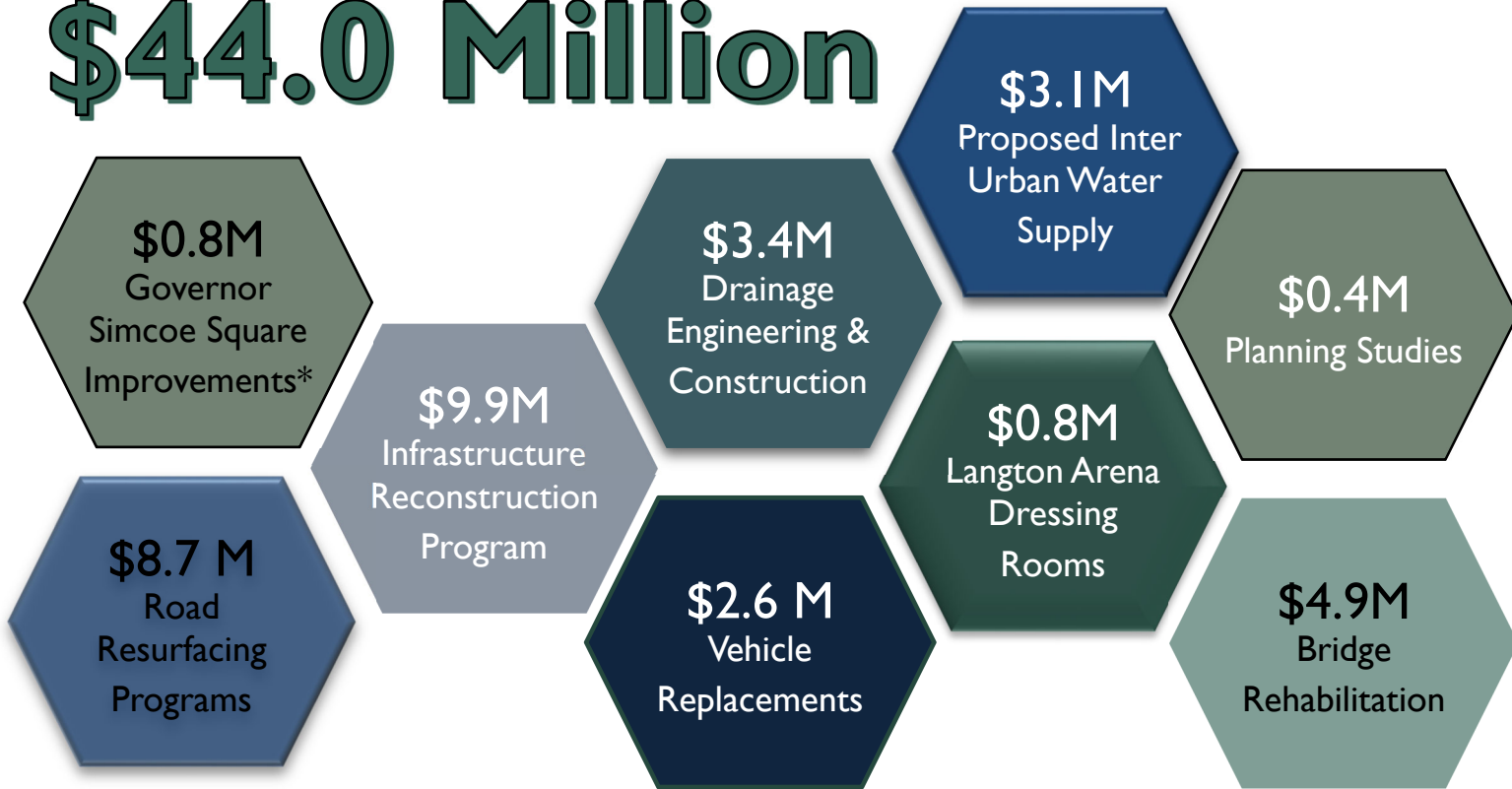
When reviewing the drivers of the 10 year plan it is evident that the majority of the drivers are required to maintain current service levels, consistent to the information presented within Chart 1. However, there are a number of new initiatives and service level enhancements that Council will need to consider. Specifically, it is important to draw attention to the Proposed Inter Urban Water Supply Program (IUWS), which is one of Norfolk County’s largest and most significant undertakings in the Capital Plan at \$125 million dollars. Since the project provides partial benefit to future development, half of this project will be funded through development charge debt, the other half of the funds will be provided from the rates as a benefit to existing users. EIS Staff are currently working on visual aid to support the understanding of the overall IUWS project plan and timelines. It is anticipated that this will be available for the Capital Plan presentation to the Budget Committee.

When considering the approval of new projects or service level enhancements, it is important to consider the complete financial implications. Contributions to reserve and reserve funds should be increased at the time of approval to ensure future dollars are available for the eventual replacement of the asset; otherwise the infrastructure gap will increase in the future. Maintenance and other operating costs should be adjusted at this time as well. Currently, these impacts are considered after the capital service level adjustment is approved, however Financial Management & Planning staff will work towards a process and strategy for presenting these impacts with the Capital Plan for future years.

The infographic on the next page provides more detail on the significant projects included in the 2022 column of the Capital Plan.

2022 CAPITAL BUDGET DRIVERS

\$44.0 Million



*Note: If approved, the Governor Simcoe Square project will only be initiated if grant funding is confirmed. A current application has been made for this project.

Based on the feedback provided by Norfolk County residents, it was clear that core infrastructure replacements should be prioritized. When reviewing the 2022 budget drivers, this is consistent with resident desires as the majority of these items align closely with this feedback. Many comments from the public indicated that though core infrastructure should be prioritized, non-core infrastructure should not be completely overlooked. As such, the Plan also includes some smaller value service level enhancements within 2022. Some of these projects include the Langton Arena Dressing Room Construction project, Governor Simcoe Square Improvements (Accessibility Project), as well as planning studies.

The presentation format of the Capital Plan is outlined in Section 2.

Capital Plan – Year over Year Change

Overall, the Capital Plan has increased by \$91M or 15% over last year’s plan. This is definitely a substantial increase; however, this plan is more realistic and in line with the number and value of assets Norfolk County owns, the condition of the assets and the replacement value of the assets.

As mentioned during previous Capital Plan presentations, there is an existing infrastructure gap for core assets, as well, the gap for non-core assets has not been quantified. Therefore, as additional studies and more information on asset needs are identified, the Plan will continue to increase, as it did in 2022.

Summary of Year over Year Changes

A summary of the year over year changes are provided in the list below:

1. **Additional Projects** – A number of additional projects were added into years 2022-2030 in the Plan valued at \$23.1M; most of these projects are within the Asset Management project type. Though these projects were previously excluded from the Plan, they have been identified as requirements within the next 10 years, through the review of studies, re-evaluation of asset needs, and staff review of the Plan. The most significant driver is was the additional projects estimated \$13.0M within Water Operations for various replacement needs outlined in the 2016 ISMP.

2. **Revised Cost Estimates** – Another significant driver of the plan is due to revised cost estimates. In many industries costs increases have accelerated faster than the anticipated rate of inflation, partially driven by the pandemic. Additionally, a holistic review was completed on a project by project basis, and the AMP information was used to reevaluate the cost estimates of the core assets in the Plan, increasing budgetary accuracy. It is estimated that cost increases over the level of inflation have caused an increase of \$37.8M to the 2022-2030 years of the Plan.
3. **Inflationary Adjustments** – Through the comprehensive review of the Plan, it was identified that not all costs had been inflated to future dollar values. Based on the time value of money, it is estimated that \$24.0M of the increase is due to adjusting for inflationary increases where they were not provided for in the past. As well, due to higher rates of inflation, in 2022 a factor of 2.5% per year is commonly being utilized, unless a specific factor is known by the project manager based on the industry. In the 2021 budget, the inflationary value of 2% per year was utilized.
4. **Project Timing Changes** – In line with the Budget Guidance, the AMP was used to prioritize which projects to include in the Plan. This revised approach has resulted in the change in timing projects are anticipated to occur, specifically within the core asset areas. Some projects have been added to the forecast where they were not previously included, and some projects were pushed out of the 10-Year forecast period.
5. **Addition of 2031 Projects** - Finally, since 2021 has been dropped from the Plan timeline, and 2031 has been added, the difference between these two years is \$11.8M, which also drives the change in the Plan. The change is a result of the differing needs in those years, as well as the time value of money.

A complementary memo has been completed by EIS to address some of the key project changes presented in the Plan. The items identified in this memo are projects that were topics of previous noteworthy Council discussion. However, staff are prepared to answer questions on other specific projects should Council request this information.

Note: Due to the material changes in the plan, it is difficult to provide a true split of the change between the inflationary amounts and other cost increases, however these high level estimates have been provided by the Financial Management and Planning team.

Service Level Adjustment Recommendations

Due to the significant increase in the Plan, the Senior Leadership Team completed a line-by-line basis review, which resulted in a number of recommended project deferrals and a few project removals. Considerations included financial feasibility, project management capacity, as well as considering needs vs the wants of the County. A list of the changes made by the Senior Leadership Team has been included in Section 2.

The most significant change recommended by the Senior Leadership Team was a reduction in service level for road resurfacing projects, which was recommended to mitigate operating budget financial pressures, and to support reaching the operating budget guidance. The result is a reduction of \$1.1M in capital expenditures per year (2022 dollars) between the Surface Treatment and Rural Road Resurfacing Programs. This adjustment was chosen due to the lower risk associated with deferring projects of this type, as opposed to projects that involve water and sanitary infrastructure, which are currently at higher risk.

Though it is recognized that this change is not in line with the Public Engagement feedback, deferral of many non-core asset projects was also completed within the line-by-line review. Since approximately 80% of the Plan relates to core infrastructure, these assets had to be considered to make a material impact on the financing strategy.

Based on the significant increases outlined above, staff is recommending that the 2022 Capital Budget be approved and that during 2022 staff complete a serious and holistic review of the established service levels, and present options for the future plan based on various levels of service.

Capital Financing Plan

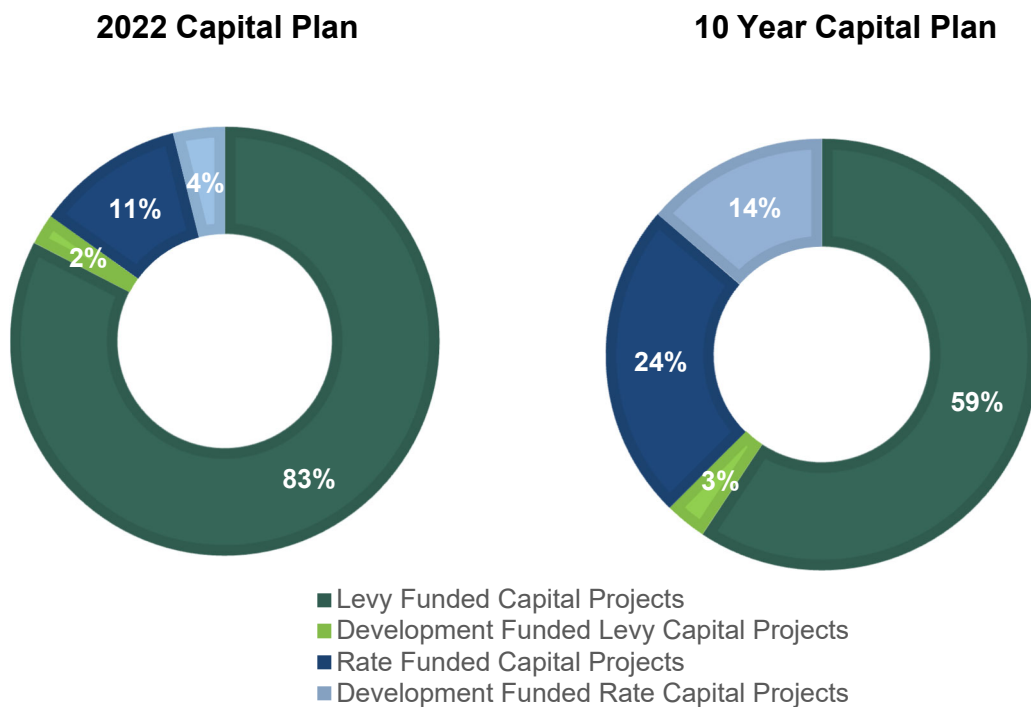
The approved capital plan will have a financial impact on both operating and financing budgets in the future.

The Capital Plan includes projects related to both property tax supported services and water and wastewater related services. It is important to note that property tax supported services must be funded from the property tax levy. Likewise, water and wastewater services must be 100% recoverable from the water and wastewater rates. Although this is true for all municipalities this is an important consideration since there are substantially less rate users compared to property tax payers.

In addition, where projects are completed to service future development, development charges are able to be utilized to fund the associated portion of the projects

The breakdown of the Capital Plan by base funding source is provided for in Chart 2 below, which demonstrates the proportion of the costs in the Plan that are funded by Taxes (Levy Funded Projects), Water and Wastewater Rates (Rate Funded Projects) and Development Charges (Development Funded Levy/Rate Capital Projects).

Chart 2: Capital Plan by Funding Base for 2022 and 10-Year Plan



Though funding is provided through the major bases identified above, these funds are provided to the capital projects through a number of sources. In preparing the Capital Plan, staff have utilized prior Council approved financing principals when making decisions on the funding of capital expenditures. Table 1 below displays how the Capital Plan has been financed, as well as provides a high level description on when each source of funding is utilized.

Table 1: Summary of Funding Sources for the Capital Plan

Source of Funding	Typically Used For	2022 Capital Plan	
		Proposed Year 2022	Ten-Year Forecast
Reserves/Reserve Funds	Replacement of existing assets	\$29,654,000	\$367,656,000
Development Charges	New infrastructure to service growth	1,216,000	27,120,000
Debentures:			
New Capital	New infrastructure, service level or enhancement	4,547,000	87,641,000
Capital Replacements	Replacement of existing assets with insufficient reserves	2,162,000	76,013,000
Development Charges	New infrastructure to service growth	1,538,000	85,770,000
Total Debentures		8,247,000	249,424,000
External Financing	All project types – generally as agreed upon at start of project	2,223,000	12,075,000
Grants & Subsidies	All project types – generally as agreed upon at start of project	1,229,000	2,213,000
Tax Levy, Water/Wastewater Rates	All project types that do not have alternate financing	1,406,000	12,835,000
Total		\$43,975,000	\$671,323,000

Table 1 illustrates that the main sources of financing for the 2022 Capital Budget is through reserves and reserve funds and debentures, which account for 67% and 19% of the total financing, respectively. Though the reliance of debentures appears moderate within 2022, there is an increased reliance on this funding source through the forecast. Over the ten-year period, a total of 37% of the capital expenditures will be financed through debentures, and this does not include the known infrastructure gap that will also require financing sources.

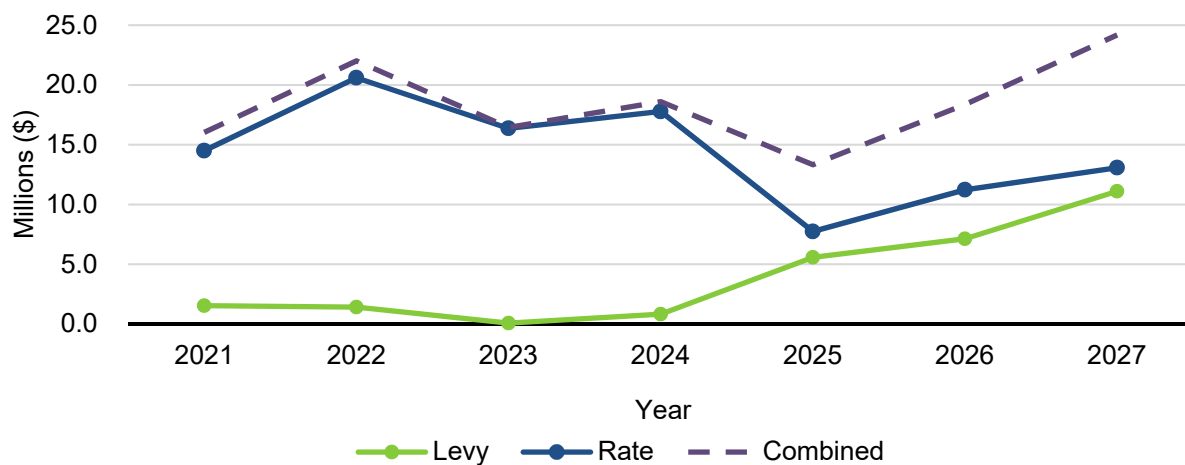
The section below will focus on a high level discussion of the two major funding sources, Reserves and Reserve Funds and Debentures, and how these sources have been impacted by the Proposed Capital Plan. A more fulsome description and discussion of all sources has been presented in Section 2 under the heading “Capital Financing Supplemental Information” of the Proposed 2022-2031 Capital Plan package.

Reserves and Reserve Funds

As noted above, Reserves and Reserve Funds play a crucial role in the County’s long-term financing plan. Capital Replacement Reserves/Reserve Funds (hereafter Reserves) are an important asset management tool and should be in place for all TCAs.

Section 4 of the Proposed Capital Plan document includes a summary of the County’s Reserves used to fund capital projects.

Graph 1 below, shows the projected reserve balances for the next 5 years. Overall, the County has made considerable strides in working towards building a strong financial future due to the continued diligence of Council. Based on current commitments, the County is in a net positive position in the Capital Reserves. This represents a significant improvement to the position forecasted in the 2021 budget, where a net positive position was not anticipated until 2023. However, through continued reserve contribution increases, the support of additional capital reserve contributions from the 2020 year-end surplus, and a one-time Federal Gas Tax Funding Top Up of \$3.9 M received in 2021, the net positive position has been achieved earlier than planned.

Graph 1: 2021-2027 Projected Capital Reserve Balances (Millions \$)

Although this is a great step towards financial sustainability, further improvement in the projected levy capital reserve balances is not anticipated over the next 3 years due to the increase in capital expenditures within the Capital Plan (associated with the Plan increase). This means for the 2022-2024 period, levy capital reserve uses will closely align with projected contributions. For years 2025 to 2027 some improvement is evident, however the estimated \$72M infrastructure gap currently forecasted by the AMP is excluded, and is expected to place additional pressure on the reserve balances.

For the rate reserve balance projections, when reviewing Graph 1 it is evident there will be some fluctuations in the projected reserve balances over the period. This ebb and flow was anticipated within the long-term strategy approved in the 2020 Rate Study, where the County is working toward increasing infrastructure funding to meet annual lifecycle costing over the next 9 years.

Lastly, the projections for both levy and rate reserves assume a higher reliance on debt which improves the reserve balances but exposes the County to more debt. As a result, although current projections are moving in a positive direction, Reserves continue to represent a significant risk with regard to the County's financial sustainability.

Debentures

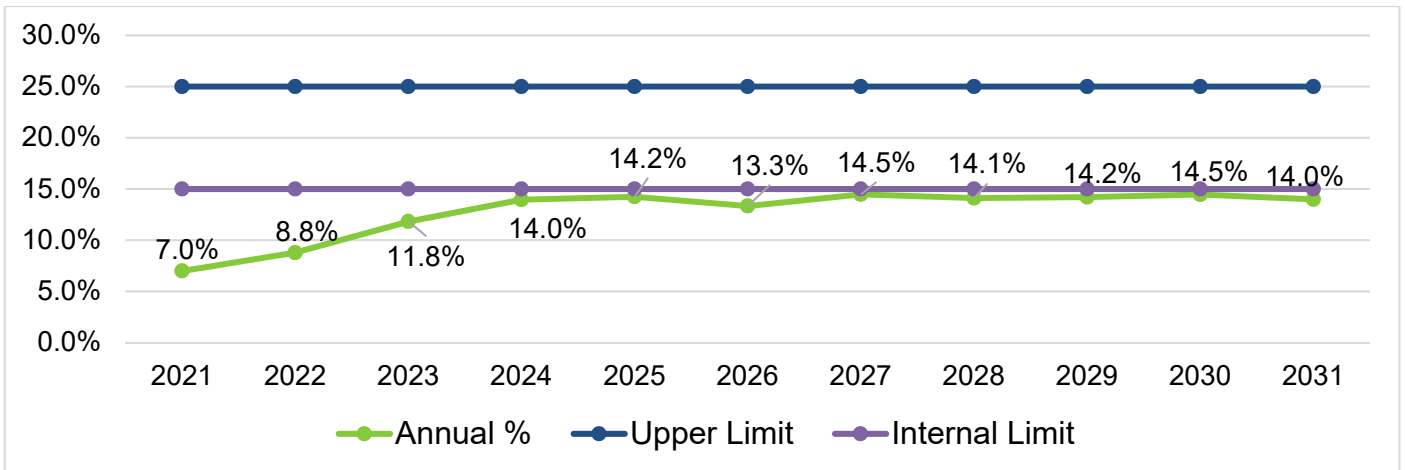
The Capital Financing Policy provides that the acquisition of new TCAs, to provide new services or significant enhancements, may be financed through the issuance of debentures. In addition, the issuance of debentures is also used to finance the replacement of existing assets where the associated reserve balance is insufficient to fund the replacement.

The Province regulates the total level of debt that can be borrowed by municipalities. Specifically, the regulation provides that the total of all debt and long-term payment obligations may not be greater than 25% of the municipalities own source revenues (Tax Levies, User Rates, Rate Generated Revenue and excluding Federal and Provincial grants) which is called the annual repayment limit.

In addition to the Provincial maximum, there are other operational impacts to carrying high levels of debt. The level of debt held directly impacts the annual payments required to be budgeted for in the respective operating budgets, known as debt servicing costs. Further, debt levels held by a municipality are also used as a key indicator by rating agencies when establishing a municipality's credit rating. Consequently, in line with Norfolk County Council Strategic Priority of Solid Foundations, an internal debt limit of 15% has been targeted for Norfolk County, and was approved with the 2022 Budget Guidance set by Council. The internal debt takes into consideration the limits imposed by the provincial regulations, and supports a more prudent approach to capital financing and financial sustainability. When the Financial Management and Planning team work to update the related financial policy, this internal limit will be included within the formal policy.

Graph 2 below shows the projected actual repayment level based on the Proposed Capital Plan.

Graph 2: Projected Annual Repayment Limit



As visible in Graph 2, the actual repayment level is anticipated to be lower than the internal limit of 15% during the 10 year projection period. However, the actual repayment level is projected to peak at 14.5% in years 2027 and 2030, and will drop slightly, to 14.0%, at the end of the forecast period.

The projected annual repayment limits were significantly impacted by the increases in the Capital Plan, as the highest repayment level forecasted in the presentation of the 2021 Plan budget was 12.5%. Though this is a substantial increase, it is not a surprise that the additional capital expenditures resulted in the issuance of debt due to the current reserve balance projections.

Since the annual repayment level is projected to come very close to the internal limit within the 10 year period there will be limited ability to approve additional debt funded projects over the period. These projections only factor in the existing capital plan and does not address the infrastructure gap. Overall, this means there will not be significant flexibility in the future to increase debt as additional needs arise.

Long-Term Financing Implications

As demonstrated within the debt and reserve sections above, there will be limited flexibility over the next few years to increase anticipated capital expenditures. Reserve balances have showed improvement over the last number of years, however balances are still not in a strong position. This improvement has been partially supported at the expense of issuing additional debt, compounded with the pressure of additional forecasted capital costs, which has resulted in the County moving close to the internal debt limit within the 10 year forecast.

Therefore as needs and wants “pop up” over the next few years, there will be limited options available, unless the County is able to secure additional grant funding. Council will need to address the following options to ensure an improved financial outlook, as well as to place the County in a better position to support for new initiatives:

1. Increase tax and rates in order to increase infrastructure reserve contributions
2. Increase debt reliance over the approved 15% level; debt servicing payments over the current amounts forecasted would result in increased tax and rates

Financial Services Comments:

Approval of the Capital Plan supports the overall Capital Budget of \$43,975,000 for 2022 and \$627,348,000 for capital works planned between 2023 and 2031. In addition, recommended sources of funding have been identified. However, it should be noted, funding sources are subject to change as additional sources become available and actual cost of projects are determined.

The impact of the Capital Budget on the preliminary property tax and rate supported operating budgets will be discussed below.

2022 Levy Supported Operating Budget Impact

Table 3 below shows the overall impact of the Capital Budget on the preliminary property tax supported operating budget. The table outlined below excludes other operating impacts such as contract increases, inflationary adjustments, as well as changes in services, which will be considered during the operating budget presentation. The chart below outlines the anticipated impact of the capital decisions on the budget.

Table 3: 2022 Levy Supported Operating Budget – Capital Implications

	\$ Change (Increase for 2022 Budget)	% Impact on 2022 Budget
Levy Funded Capital	(845,000)	(0.79)%
Debt Principal & Interest Payments	130,900	0.12%
Capital Reserve Contribution Impact	1,000,000	0.93%
Net Levy Budget Increase related to Capital	285,900	0.26%

Overall, the projects included in the 2022 Capital Plan will result in an increase in the Levy Supported Operating Budget of 0.26%. As identified when the 2022 Budgetary Guidance was presented, the increase in capital reserve contribution has been limited, which was supported by the additional capital reserve contributions that were made as a result of the 2020 surplus.

Though this increase does not seem significant, there is already substantial pressure on the 2022 levy increase due to the removal of the \$2,000,000 revenue from Levy Relief Strategy. Simply combining the impact of these two drivers, this accounts for a net increase of 2.2%, prior to considering other operational impacts.

To come within the budgetary guidance of 2.5% increase for the median residential assessment a total levy increase of 3.4% must be attained, which assumes \$1,000,000 in taxation growth revenue will be available to reduce the overall tax rate.

If the Budget Committee were to consider reversing the service level reduction recommended for the Road Resurfacing Programs, staff would recommend a further increase in the Capital Reserve Contributions of \$1,100,000, to keep current year reserve uses in line with sources. This would result in an additional impact of 1.0% to the Levy Supported Operating Budget, bringing the total drivers addressed above to 3.2% net levy increase over 2022.

Staff would recommend approval of the budget as presented, and if desired, to consider the service level discussion during the Levy Supported Operating Budget deliberations. This will allow initiation of the projects presented, as well as ensure complete information on the net levy increase is available at the time of the decision.

2022 Rate Supported Operating Budget Impact

The infrastructure funding budgeted in the 2022 Rate Supported Operating Budget is not directly linked to the projects initiated in the 2022 Capital Plan.

As adopted through the 2020 Rate Study, Council approved moving towards a long term strategy that will result in the increase of annual infrastructure budgets to cover average annual lifecycle costing of water & wastewater infrastructure. This strategy is being phased in over a 10-year period, and will result in an infrastructure funding increase in the 2022 Rate Budget of \$1.3 million (which includes debt servicing payments, transfers to reserves, as well as rate funded capital).

Since current Reserves and Debt limits are available to support the infrastructure needs of the Plan, no further considerations or financial impacts are anticipated for 2022 over those included in the Rate Study.

Interdepartmental Implications:

None.

Consultation(s):

The Capital Plan and this Report was developed involving all Project Managers, Financial Management and Planning Staff, Directors, Managers and the Senior Leadership Team.

Strategic Plan Linkage:

This report aligns with the 2019-2022 Council Strategic Priorities "Build and Maintain Reliable, Quality Infrastructure" and "Build Solid Foundations"

Explanation:

The Capital Plan supports the strategic plan by establishing Council's commitment to invest in current and new infrastructure important to residents and businesses. In addition, Norfolk County's multi-year capital plan will establish the framework to establish a viable sustainable financial plan.

Conclusion:

The Proposed 2022-2031 Capital Plan has been prepared based on a variety of resources including: studies, assessments, and the asset current conditions. The capital budget includes expenditures and financing sources to acquire, construct, upgrade, rehabilitate and replace Norfolk County assets such as facilities, roads, bridges, water and wastewater treatment plants, vehicles, etc.

Once approval of the Proposed 2022 Capital Budget and adoption of the 2023 to 2031 Capital Forecast in principle has been received, staff will initiate the projects for 2022.

Recommendation(s):

THAT Report CS 21-62 Proposed 2022-2031 Capital Plan be received;

AND THAT the 2022 Capital Budget in the amount of \$43,975,000 be approved;

AND THAT, subject to the provisions of the Purchasing Policy, staff be authorized to immediately proceed with 2022 capital projects that are not funded directly from Tax Levies or Water/Wastewater Rates;

AND FURTHER THAT the Capital Forecast for the years 2023 to 2031 be received as information, in the amount of \$627,348,000;

AND FUTHER THAT in 2022 Staff be directed to provide options of the 2023 to 2031 Capital Forecast based on various levels of service.

Attachment(s):

Proposed 2022-2031 Capital Plan

Submitted By:
Shelley Darlington
General Manager,
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SECTION 2:

SUPPLEMENTAL BACKGROUND INFORMATION

Capital Plan Financial Report & Presentation Guide

The Capital Plan's framework is based upon the following project type categories:

1. New/Incremental Capital – This category provides for the acquisition of new assets where no asset existed before, as well as, for replacements when a significant change to the service level is provided. The presentation of projects within this project type are included under Section 3A: Proposed 2022 – 2031 Capital Plan – New/Incremental Capital.
2. Asset Management Capital – This category provides for replacement of existing Tangible Capital Assets (TCAs) to maintain current levels of service and can be found under Section 3B: Proposed 2022 – 2031 Capital Plan – Asset Management Capital.
3. Studies – A separate category has been included for multi-year, re-occurring Studies. These have been included under Section 3C: Proposed 2022 – 2031 Capital Plan – Studies for Council's consideration and review.
4. Requisitions from Boards & Agencies – Requests proposed by the Norfolk County Public Library Board and the Police Services Board have been summarized separately under Section 3D: Proposed 2022 – 2031 Capital Plan – Requisitions from Boards & Agencies for Council's consideration and review.

It should be noted that the Asset Management Capital is presented at a view in Section 3 of the Plan, and for the detailed project by project information, this has been included in the Appendix.

Within each project category section, a financial report is provided which shows the following information for each capital budget: project number, project name, planned year of project initiation, and funding source.

1. Project Number – a 7 digit number, which is a unique identifier for the project (ex. 5331910)
2. Project Name – a brief description of what work and where it is being completed (ex. Soil Remediation Norfolk County Garage & Woodlot).
3. Year of Project Initiation – the column in which the project budget is displayed indicates the year the project is planned to begin. When a budget is presented within the life-to-date column (labeled LTD), this indicates the project was initiated in a prior year, and has a prior approved budget. This column has been provided to give the viewers information on the total cost of a project to aid in discussion and decision making. Generally, multi-year budgetary requests are included for complex projects, which extend over multiple years. For example, project 5331910 Soil Remediation Norfolk County Garage & Woodlot, presented on Section 3B page 42 has a LTD budget of \$8.9M, however, it also has future budgetary requests of \$0.8M in years 2022, 2023, 2024, and 2025; showing the budget within the LTD column shows the magnitude of the expenditures related to this project over the long term. Ongoing projects are only included in the Capital Plan if there is a future budgetary request.
4. Funding source – the funding source for each project is indicated by the 6 columns on the right hand side of the report.

Detailed project sheets, which provide descriptions and justifications for each project, are readily available electronically and Financial Management and Planning staff can make copies of specific projects as requested, however are not included in this package. In addition, these project sheets will be available for display during the Budget Committee's review of the Capital Plan.

Capital Financing Supplemental Information

To supplement the information presented in the report, additional details have been presented in this section relating to the Capital Financing of the 2022-2031 Capital Plan. Information presented in the main body of the report will not be reiterated.

Additional Details on Reserves and Reserve Funds

Reserves are similar to a savings account, and facilitate annual savings to provide for future rehabilitation and replacement of the assets owned by the County. When there are assets where such Reserves are not in place, their replacement must be funded from another source, such as water/wastewater rates, tax levies, or debt. Contributions to these Reserves generally come from the Property Tax and Water and Wastewater Rate levies.

Also, included in this group are the Federal Gas Tax Obligatory Reserve Fund (funding from the Federal Government, which was recently renamed the Canada Community-Building Fund) and the Ontario Community Infrastructure Fund (OCIF) Obligatory Reserve Fund. These funds received from the Federal and Provincial Governments are to be used to fund eligible infrastructure projects, including water, wastewater, solid waste, roads, bridges, active transportation infrastructure, capacity building and community energy systems. The amounts received are re-assessed annually by the funder and is not guaranteed. The amount included in the 10 year projections are the best estimate of future funding based on information available at this time.

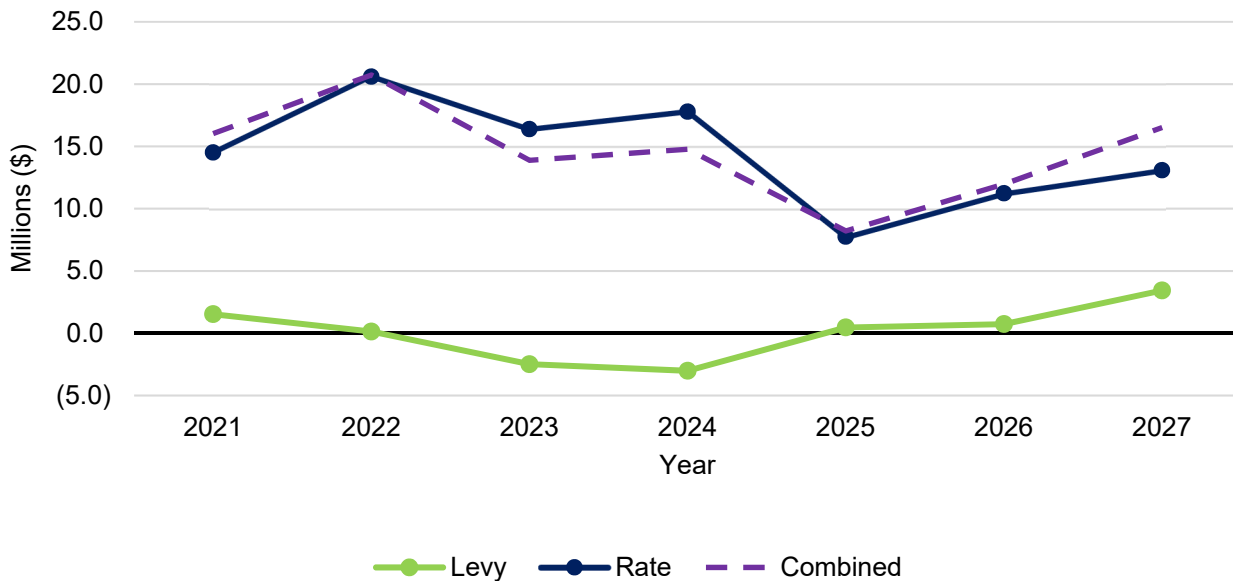
Assumptions used in building the 2022-2031 Reserve Balance Forecast:

1. **Continued Reserve Contribution Increases** - Council will continue to support increased contributions to reserve and reserve funds annually through the forecast period
2. **Special Capital Levy / Special Capital Rate Charges**
 - a. Special Capital Levy – No Special Capital Levy has been assumed for levy funded capital reserves within the forecast period. Financial Management and Planning staff intend to present the adoption of a special capital levy as additional information of the Asset Management Plan (AMP) comes available. This would be recommended for various reasons, including: support additional infrastructure spending, reduce debt levels, or to increase reserve balances to sustainable levels.
 - b. Special Capital Rate Charges – Based on the 2020 Rate Study, a 1% Special Capital Charge was included within the rates charged in 2021. In 2022 rates have been adjusted to move toward a total of 2% Special Capital Charge in total included in the rates. This increase has been included in the contributions to the Water Capital Replacement Reserve Fund and the Wastewater Capital Replacement Reserve Fund.
3. **Federal Gas Tax Obligatory Reserve Fund** – Future allocations from the Canada Community Building Fund (formerly Federal Gas Tax Fund) have been received for years up to and including 2023. Receipts forecasted for 2024 and to 2031 are assumed to be at the 2023 level.
4. **OCIF Obligatory Reserve Fund** – Future allocations from OCIF have not been confirmed at this time, and staff feel there is risk associated with building a long-term financial strategy assuming these allocations will remain unchanged. A survey was completed to determine how other municipalities are building their forecasts with this uncertainty, and the majority (60% of respondents) have assumed the funding will continue at current levels. A driving reason many municipalities indicated that they were including the funding in the forecasts was to demonstrate the continued need for this funding from the Province. Balancing the risk of relying on funding that is not confirmed, with the desire to demonstrate the need for continued support, 50% of the 2021 allocation was assumed to be received each year from 2022-2031.

If no further allocations are provided from the Province, and Capital Funding is changed to be supported by the Roadway Reconstruction Reserve, the Reserve

balances will be substantially impacted, as displayed in Graph 1 below:

Graph 1: 2021-2027 Projected Capital Reserve Balances (Millions \$)
Assuming no OCIF Funding Received



Should actual amounts be received higher than estimated, Financial Management and Planning staff will provide recommendation on the use of the allocation to Council at that time.

5. Continuation of \$2M annually from the Legacy Fund to Support the Roadway Reconstruction Reserve – this annual allocation was assumed to continue annually for the 10 years of the forecast.

Material changes in the Capital Plan will also have an impact on the forecasted Reserve & Reserve Fund balances. So as future year budgets are presented, forecasts will be restated based on the values known at that time.

Another important metric to review annually is the amount of annual contribution as compared to planned uses. When contributions are higher than uses, this will result in improved reserve positions. Whereas when uses are higher than contributions, the reserve position will not improve.

Table 1 and 2 show the net impact on the Reserves based on the 2022 Capital Plan, as well as the proposed reserve contributions from the preliminary Property Tax and Water and Wastewater Rate levies, respectively.

Table 1: 2022 Levy Capital Reserve Contributions versus Levy Capital Reserve Uses

	2022
Capital Reserve Contributions*	\$24,198,500
Legacy Fund Transfer	2,000,000
Capital Reserve Uses	(26,362,000)
Excess Contributions/(Uses)	(\$163,500)

*Net with interfund transfer to the Roadway Construction Reserve which contributes to the reserve for a portion of Engineering related to Road, Water & Wastewater infrastructure projects

This year, there will be a small net reduction to the Levy Capital Reserves as a result of the Proposed Budget. However, since additional Federal Gas Tax Funding (or Canada Community Building Fund) announced a one-time top up allocation for Norfolk County in the amount of \$3.9M in 2021 after the 2021 Capital Plan was finalized, these funds are now being allocated toward projects within the 2022 budget, which explains the one-

time higher use compared to contributions.

Table 2: 2022 Rate Capital Reserve Contributions versus Rate Capital Reserve Uses

	2022
Capital Reserve Contributions*	\$9,438,000
Capital Reserve Uses	(3,292,000)
Excess Contributions/(Uses)	\$6,146,000

*Net with interfund transfer to the Roadway Construction Reserve which contributes to the reserve for a portion of Engineering related to Road, Water & Wastewater infrastructure projects

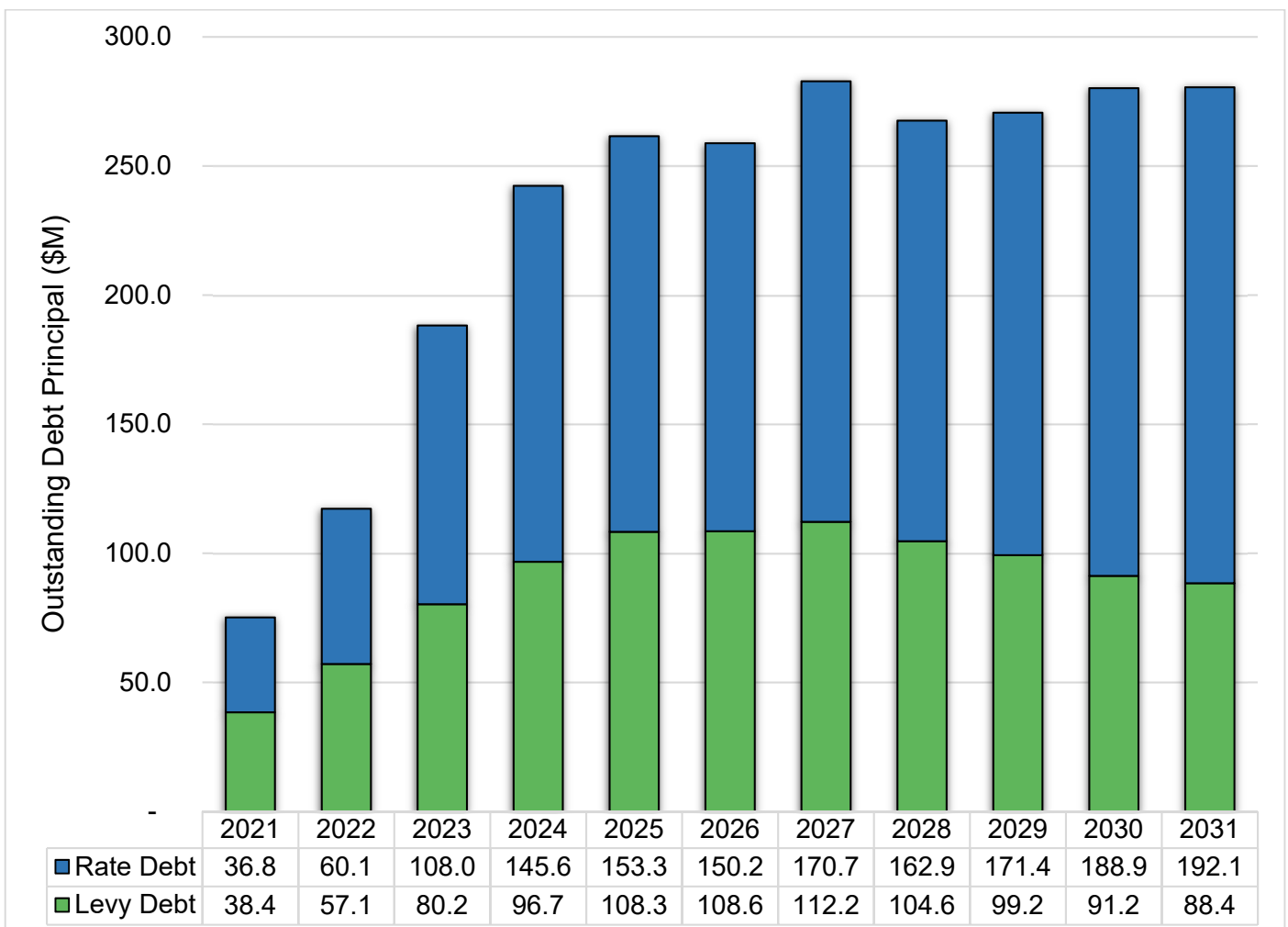
For the Rate Capital Reserves, overall contributions are higher than anticipated uses, which means the reserve will trend in a position direction for 2022.

Financial Management and Planning Staff will continue to keep a close eye on these trends in the future.

Additional Details on Debentures

Graph 2 below, shows the projected debt based on the funding provided within the proposed Capital Plan. Due to the heavy reliance on debentures, debt is expected to balloon to \$282.8M in 2027 and reduce to \$280.5M at the end of our projection period. This represents an almost four (4) fold increase over the projected 2021 levels.

Graph 2: Outstanding Debt Principal by Year (Millions \$)



Development Charges:

Development Charges are another important component of the County’s long-term financial plan as they allow for “growth to pay for growth.” Development Charges Obligatory Reserve Funds are restricted under the *Development Charges Act, 1997* to be used to fund growth related capital projects included Council in the Capital Plan and

provided for in the most recent Development Charges Study. Contributions to the Development Charge Reserve Funds come from development charges collected.

Development Charge Obligatory Reserve Funds are maintained separately from the County's general capital reserves. The cost of any additional debt that may be issued to cover the deficit in these Reserve Funds, or that is advanced from County Funds to provide short-term funding are charged to these Reserve Funds so there is no impact on tax or rate levies.

Section 4 for the Proposed Capital Plan document provides the forecasted position of the Development Charge Obligatory Reserves Funds based on the projects included in the Capital Plan.

External Financing

External Financing comes from a variety of sources, including donations, recoveries from property owners related to drain construction projects and recoveries from cost sharing agreements with developers. In the past, funding from donations represented some financial uncertainty if the donations at the projected levels were not achieved. The timing of receipt of donations at times required the County to cash-flow the project until the fundraising campaign was completed. These risks have now been mitigated as contained in staff report CS 20-02 – Outstanding Capital Receivables, projects will no longer commence until donations have been received unless approved by Council.

Grants and Subsidies

The majority of grant and subsidy funding included in the Capital Plan is the result of Provincial Government in the way of subsidies for drain construction projects. Funding from other Provincial and Federal sources is sporadic and unpredictable. As such, grant and subsidy funding is assumed for projects when applied for or is confirmed to be received. Given the present economic conditions the upper levels of government are facing, it is anticipated that any infrastructure funding programs will continue to be very modest.

Municipal Tax Levy and Water/Wastewater Rates

Funding from Tax Levies and Water/Wastewater Rates is allocated to fund proposed capital projects that do not have an alternative funding source and to avoid funding through the issuance of debentures. After the approval of the 2022 Capital Budget, any projects that are funded from Tax Levies or Water/Wastewater Rates are *approved in principle* only and are referred to the 2022 Operating Budget deliberations for further consideration. These capital projects may not proceed until the approval of the Operating Budgets.

Summary of Capital Changes by the Senior Leadership Team

During the budgetary review process, the Senior Leadership Team met and completed a line-by-line review of the Capital Plan. As a result of this review, a total of 110 projects were adjusted. A high level listing of the project changes are provided below.

When descriptions are noting a project has been pushed backward, this indicates that a project has been moved to a future year (example: if a project was initially planned in 2022, then SLT revised the timing to 2024, this would be

Program Name (or Project Number & Name)	Details on Adjustments
Project Value Reductions	
2022 – 2031 Surface Treatment Program	Due to the service level reduction recommendation for the Road Resurfacing Program, \$3,815,000 was removed over the 10 year plan. At a high level, 90km/year will be treated annually as compared to the 100km/year in prior years.
2022 – 2031 Rural Road Resurfacing Program	Due to the service level reduction recommendation in the Road Resurfacing Program to reduce the financial impact of the Capital Plan - \$8,049,000 net reduction. At a high level, 2031 projects were pushed out of the forecast period, and the remaining projects within the 10 years were shifted to be addressed evenly over the 10 year Plan.
Project Removals	
Addition – Norfolk County Garage	This project was removed due to the financial pressure in Norfolk County, will be added back in future after a corporate facilities review, if required.
Storm Sewer Connection – Norfolk County Garage	Operations Department is working to address drainage issues around Norfolk County Garage through their operating budget in 2021, therefore a formal storm sewer connection may not be required. Project will be added back in the future if required.
2022 Parking Lot Preservation Project	2022 project cancelled until the parking review study has made progress; annual program remains in years 2023-2031
Port Dover WTP Building Rehabilitation	Project removed until the Water Treatment Facility Inventory and Inspections are completed, and needs of facility are known.
Paramedics Services Headquarters	Headquarters was just moved into the Delhi Administration Building; in addition, a comprehensive corporate facilities review is recommended prior to initiation of this project
Fire Headquarters Renovation & Office Renovation Station #1 Simcoe	Projects are recommended to be removed until a corporate facilities review is completed that will address a comprehensive strategy.
Core Assets Project Timing Adjusted	
Colborne St. N – Robinson to Windham (5531904)	Based on current engineering progress, it is assumed that construction will not be able to be completed until 2023.
Central Water Supply – Nanticoke to Port Dover & Watermain Interconnection – Port Dover to Simcoe	Project timing adjusted based on estimated timing of need for these pieces of the Inter-Urban Water Supply (IUWS).
Accessible Parking Norview Lodge (3331605)	Pushed back to 2023/2024 as this is a new/incremental project type.
Non-Core Assets Project Timing Adjusted	
SRC Expansion and Renovation (7332213)	Pushed back to 2023/2024 as work on the Aquatics Strategy is required to be completed prior to engineering being initiated on this project.
Parks Department Related Project Deferrals	A number of projects were pushed backward within the Plan as they were non-core assets. Total value of projects deferred \$2.8M

Program Name (or Project Number & Name)	Details on Adjustments
Ride Norfolk – Para Transit Accessible Vehicles and Scheduling Software	Project pushed backward to 2023 as a non-core new/incremental assets. Total value of projects deferred \$0.3M. As well, Para Transit projects were deferred until a comprehensive business plan is presented to Council due to the significant operating impacts that would also result from these purchases.
Speed Watch Signs	Projects pushed backward to 2023 and 2024 to reduce financial impact in 2022. Total value of deferrals \$0.1M.
Aerial 1 – Fire Station #1 Simcoe & Pump 6 – Fire Station #6 Courtland	Projects pushed backward 1 year as replacement is not required in 2022 based on asset replacement schedules.
EMS Base Replacements, New Satellite Paramedic Base, & Fire Station Replacements	Projects pushed backward within the Plan until the EMS & Fire Optimization Study is completed.
Other Non-Core Asset Deferrals	Pushed backward to 2023 as a non-core new/incremental asset. Total value of projects deferred \$1.3M. For things such as Museum Collections Storage, LED Street Lighting Retrofit Program, Renovations to Council Chambers

SECTION 3:

PROPOSED 2022-2031 CAPITAL PLAN



PROPOSED 2022-2031 CAPITAL PLAN
SUMMARY BY PROJECT TYPE

Project Type	LTD Budget (2021 & prior)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL FORECAST (2022 to 2031)
NEW / INCREMENTAL CAPITAL	140,000	6,100,000	36,788,000	54,993,000	16,633,000	12,045,000	24,434,000	3,264,000	19,977,000	21,598,000	12,524,000	208,356,000
ASSET MANAGEMENT CAPITAL	10,810,000	36,550,000	52,688,000	41,364,000	58,225,000	44,552,000	46,277,000	36,726,000	40,359,000	50,004,000	47,492,000	454,237,000
STUDIES	0	734,000	856,000	126,000	832,000	50,000	309,000	360,000	250,000	138,000	200,000	3,855,000
REQUISITIONS FROM BOARDS & AGENCIES	0	591,000	492,000	978,000	367,000	469,000	381,000	388,000	390,000	406,000	413,000	4,875,000
Total PROJECT TYPES	10,950,000	43,975,000	90,824,000	97,461,000	76,057,000	57,116,000	71,401,000	40,738,000	60,976,000	72,146,000	60,629,000	671,323,000



PROPOSED 2022-2031 CAPITAL PLAN
SUMMARY BY CAPITAL FUNDING SOURCE

FUNDING SOURCES	LTD Budget (2021 & prior)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL FORECAST (2022 to 2031)
External Financing		2,223,000	1,977,000	1,839,000	1,656,000	1,697,000	425,000	873,000	394,000	402,000	589,000	12,075,000
Grants & Subsidies		1,229,000	70,000	69,000			163,000	165,000	169,000	172,000	176,000	2,213,000
Debt Financing												
Debenture Proceeds - Replacement Rate	0	0	0	0	0	0	0	0	1,478,000	5,913,000	0	7,391,000
Debenture Proceeds - Rate	0	1,537,000	15,234,000	19,599,000	2,330,000	2,944,000	10,670,000	891,000	7,311,000	936,000	5,120,000	66,572,000
Debenture Proceeds - Levy	8,901,000	3,010,000	2,818,000	3,844,000	4,411,000	2,236,000	542,000	553,000	1,063,000	784,000	1,808,000	21,069,000
Development Charge Debt	0	1,538,000	15,234,000	14,001,000	0	6,393,000	10,668,000	890,000	7,310,000	19,669,000	5,120,000	80,823,000
Debenture Proceeds - Repl Levy	156,000	2,162,000	12,289,000	10,428,000	13,571,000	5,949,000	9,456,000	2,549,000	5,628,000	1,940,000	4,650,000	68,622,000
Post DC Debt	0	0	88,000	4,309,000	550,000	0	0	0	0	0	0	4,947,000
Total Debt Financing	9,057,000	8,247,000	45,663,000	52,181,000	20,862,000	17,522,000	31,336,000	4,883,000	22,790,000	29,242,000	16,698,000	249,424,000
Reserves & Reserve Funds	1,783,000	29,654,000	39,075,000	33,767,000	43,649,000	35,507,000	36,933,000	32,589,000	34,738,000	40,563,000	41,181,000	367,656,000
Levy/Rates												
T/F General Fund	110,000	1,320,000	1,979,000	1,703,000	1,475,000	1,376,000	1,116,000	957,000	994,000	818,000	968,000	12,706,000
T/F Rate Fund	0	86,000	0	0	0	0	0	0	43,000	0	0	129,000
Total Levy/Rates	110,000	1,406,000	1,979,000	1,703,000	1,475,000	1,376,000	1,116,000	957,000	1,037,000	818,000	968,000	12,835,000
Development Charges		1,216,000	2,060,000	7,902,000	8,415,000	1,014,000	1,428,000	1,271,000	1,848,000	949,000	1,017,000	27,120,000
Total FUNDING SOURCES	10,950,000	43,975,000	90,824,000	97,461,000	76,057,000	57,116,000	71,401,000	40,738,000	60,976,000	72,146,000	60,629,000	671,323,000

SECTION 3A:

PROPOSED 2022 – 2031

CAPITAL PLAN

NEW / INCREMENTAL CAPITAL



PROPOSED 2022-2031 CAPITAL PLAN
NEW / INCREMENTAL CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
Office of the CAO																		
Clerks & By-Law																		
Other New / Initiatives																		
2102001 Corporate Records Management System			120,000									120,000				(120,000)		(120,000)
2132101 Online Parking Platform			95,000									95,000			(95,000)			(95,000)
Total Other New / Initiatives			215,000									215,000			(95,000)	(120,000)		(215,000)
Total Clerks & By-Law			215,000									215,000			(95,000)	(120,000)		(215,000)
Fire																		
Other New / Initiatives																		
7431908 Radio Communication Paging Frequency			270,000									270,000		(262,000)			(8,000)	(270,000)
7432007 Fire Station - Fire Station #10 St. Williams				401,000	2,324,000							2,725,000		(1,226,000)			(1,499,000)	(2,725,000)
7432003 Fire Station - Fire Station #6 Courtland						421,000	2,442,000					2,863,000		(1,393,000)	(697,000)		(773,000)	(2,863,000)
7432305 Fire Station - Fire Station #1 Simcoe								500,000	2,901,000			3,401,000		(1,800,000)	(683,000)		(918,000)	(3,401,000)
Total Other New / Initiatives			270,000	401,000	2,324,000	421,000	2,442,000	500,000	2,901,000			9,259,000		(4,681,000)	(1,380,000)		(3,198,000)	(9,259,000)
Total Fire			270,000	401,000	2,324,000	421,000	2,442,000	500,000	2,901,000			9,259,000		(4,681,000)	(1,380,000)		(3,198,000)	(9,259,000)
Paramedic Services																		
Other New / Initiatives																		
7532207 Emergency Response Vehicle		90,000										90,000				(90,000)		(90,000)
7531808 Base Replacement - EMS Base #3 Waterford			176,000	1,025,000								1,201,000		(1,057,000)			(144,000)	(1,201,000)
7532505 Base Replacement - EMS Base #5 Delhi					185,000	1,077,000						1,262,000			(1,262,000)			(1,262,000)
7532105 Public Relations Response Cart								35,000				35,000				(35,000)		(35,000)
7532206 Base Replacement - EMS Base #6 Port Rowan								200,000	1,160,000			1,360,000			(1,360,000)			(1,360,000)
7532909 Satellite Paramedic Base										210,000	1,219,000	1,429,000		(1,429,000)				(1,429,000)
Total Other New / Initiatives		90,000	176,000	1,025,000	185,000	1,077,000		235,000	1,160,000	210,000	1,219,000	5,377,000		(2,486,000)	(2,622,000)	(125,000)	(144,000)	(5,377,000)
Total Paramedic Services		90,000	176,000	1,025,000	185,000	1,077,000		235,000	1,160,000	210,000	1,219,000	5,377,000		(2,486,000)	(2,622,000)	(125,000)	(144,000)	(5,377,000)
Total Office of the CAO		90,000	661,000	1,426,000	2,509,000	1,498,000	2,442,000	735,000	4,061,000	210,000	1,219,000	14,851,000		(7,167,000)	(4,097,000)	(245,000)	(3,342,000)	(14,851,000)
Corporate Services																		
Accessibility & Special Projects																		
Barrier Free Access Program																		
3331505 Accessible Washrooms - Delhi Tobacco Museum	10,000			92,000								92,000				(92,000)		(92,000)
3332016 Governor Simcoe Square Accessibility Project		808,000										808,000	(425,000)	(383,000)				(808,000)
3331605 Accessible Parking Norview Lodge			10,000	100,000								110,000				(110,000)		(110,000)
3332009 Trail Access - Donly Drive			46,000									46,000				(46,000)		(46,000)
3332301 2023 Barrier Free Access Program			93,000									93,000				(93,000)		(93,000)
3332401 2024 Barrier Free Access Program				94,000								94,000				(94,000)		(94,000)
3332501 2025 Barrier Free Access Program					96,000							96,000				(96,000)		(96,000)



PROPOSED 2022-2031 CAPITAL PLAN
NEW / INCREMENTAL CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					TOTAL FUNDING (2022 to 2031)
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	
3332601 2026 Barrier Free Access Program						98,000						98,000				(98,000)		(98,000)
3332701 2027 Barrier Free Access Program							100,000					100,000				(100,000)		(100,000)
3332801 2028 Barrier Free Access Program								102,000				102,000				(102,000)		(102,000)
3332903 2029 Barrier Free Access Program									104,000			104,000				(104,000)		(104,000)
3333003 2030 Barrier Free Access Program										106,000		106,000				(106,000)		(106,000)
3333102 2031 Barrier Free Access Program											109,000	109,000				(109,000)		(109,000)
Total Barrier Free Access Program	10,000	808,000	149,000	286,000	96,000	98,000	100,000	102,000	104,000	106,000	109,000	1,958,000	(425,000)	(383,000)		(1,150,000)		(1,958,000)
Total Accessibility & Special Projects	10,000	808,000	149,000	286,000	96,000	98,000	100,000	102,000	104,000	106,000	109,000	1,958,000	(425,000)	(383,000)		(1,150,000)		(1,958,000)
Information Technology																		
Other New / Initiatives																		
3432204 IT Digitalization Initiative	100,000	100,000										100,000				(100,000)		(100,000)
5332050 Messenger Emergency Notification Software				30,000								30,000				(30,000)		(30,000)
Total Other New / Initiatives	100,000	100,000		30,000								130,000				(130,000)		(130,000)
Total Information Technology	100,000	100,000		30,000								130,000				(130,000)		(130,000)
Total Corporate Services	110,000	908,000	149,000	316,000	96,000	98,000	100,000	102,000	104,000	106,000	109,000	2,088,000	(425,000)	(383,000)		(1,280,000)		(2,088,000)
Environmental & Infrastructure Services																		
Engineering																		
New Sidewalk Installations																		
5532131 New Sidewalk Cockshutt Rd - Dover Mills to Ryerse	30,000	144,000										144,000				(144,000)		(144,000)
5532235 New Sidewalk Parker Dr - Bint Ave to West End, Sim		205,000										205,000		(205,000)				(205,000)
5532323 2023 Sidewalks & Walkways Installation			158,000									158,000				(158,000)		(158,000)
5532434 2024 Sidewalks & Walkways Installation				162,000								162,000				(162,000)		(162,000)
5532527 2025 Sidewalks & Walkways Installation					166,000							166,000				(166,000)		(166,000)
5532621 2026 Sidewalks & Walkways Installation						170,000						170,000				(170,000)		(170,000)
5532714 2027 Sidewalks & Walkways Installation							174,000					174,000				(174,000)		(174,000)
5532805 2028 Sidewalks & Walkways Installation								178,000				178,000				(178,000)		(178,000)
5532914 2029 Sidewalks & Walkways Installation									182,000			182,000				(182,000)		(182,000)
5533022 2030 Sidewalks & Walkways Installation										187,000		187,000				(187,000)		(187,000)
5533101 2031 Sidewalks & Walkways Installation											192,000	192,000				(192,000)		(192,000)
Total New Sidewalk Installations	30,000	349,000	158,000	162,000	166,000	170,000	174,000	178,000	182,000	187,000	192,000	1,918,000		(205,000)		(1,713,000)		(1,918,000)
Other New / Initiatives																		
5532236 Port Dover Pedestrian Crossing - Main St between G		256,000										256,000				(256,000)		(256,000)
5532246 Streetscaping - Harbour St, Pier to Lift Bridge, Pt Dov		40,000	164,000									204,000		(204,000)				(204,000)
5532324 2023 New Pedestrian Crossing			106,000									106,000				(106,000)		(106,000)
5932204 Portable CCTV Camera			31,000									31,000				(31,000)		(31,000)
5532514 Argyle Ave Ext - Huggins Ave to Fertilizer Rd, Delhi				128,000	1,664,000							1,792,000		(1,044,000)			(748,000)	(1,792,000)



PROPOSED 2022-2031 CAPITAL PLAN
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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					TOTAL FUNDING (2022 to 2031)	
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges		
5532528 2025 New Pedestrian Crossing					112,000							112,000				(112,000)			(112,000)
Total Other New / Initiatives		296,000	301,000	128,000	1,776,000							2,501,000		(1,248,000)		(505,000)	(748,000)		(2,501,000)
Total Engineering	30,000	645,000	459,000	290,000	1,942,000	170,000	174,000	178,000	182,000	187,000	192,000	4,419,000		(1,453,000)		(2,218,000)	(748,000)		(4,419,000)
Water Operations																			
Proposed Inter Urban Water Supply Program																			
5832236 Central Water Supply - Townsend to Simcoe		3,075,000	27,316,000									30,391,000		(30,391,000)					(30,391,000)
5832606 Watermain Interconnection - Simcoe to Waterford			1,051,000	6,462,000								7,513,000			(3,757,000)		(3,756,000)		(7,513,000)
5832707 Watermain Interconnection - Delhi to Simcoe			3,152,000	15,077,000								18,229,000		(18,229,000)					(18,229,000)
5832414 Central Water Supply - Nanticoke WTP Upgrades				12,923,000								12,923,000		(12,923,000)					(12,923,000)
5832412 Watermain Interconnection - St Williams						5,889,000	21,338,000					27,227,000		(27,227,000)					(27,227,000)
5832408 Watermain Interconnection - Pt Dover to Simcoe								1,781,000	14,621,000			16,402,000		(16,402,000)					(16,402,000)
5832612 Central Water Supply - Nanticoke to Port Dover										1,872,000	10,240,000	12,112,000		(12,112,000)					(12,112,000)
Total Proposed Inter Urban Water Supply Program		3,075,000	31,519,000	34,462,000		5,889,000	21,338,000	1,781,000	14,621,000	1,872,000	10,240,000	124,797,000		(117,284,000)	(3,757,000)		(3,756,000)		(124,797,000)
Other New / Initiatives																			
5532237 Ireland Rd - New Watermain, Victoria St to Decou Rd		51,000	420,000									471,000						(471,000)	(471,000)
5831447 Waterford Well # 3				5,600,000								5,600,000		(5,600,000)					(5,600,000)
5832011 Port Dover North West Booster Station					383,000	3,448,000						3,831,000		(3,831,000)					(3,831,000)
5832209 Simcoe Water Reservoir Capacity Increases					5,600,000							5,600,000			(4,200,000)		(1,400,000)		(5,600,000)
5832514 Delhi Standpipe Upgrades - Pump Installations					1,748,000							1,748,000		(1,748,000)					(1,748,000)
Total Other New / Initiatives		51,000	420,000	5,600,000	7,731,000	3,448,000						17,250,000		(11,179,000)	(4,200,000)		(1,871,000)		(17,250,000)
Total Water Operations		3,126,000	31,939,000	40,062,000	7,731,000	9,337,000	21,338,000	1,781,000	14,621,000	1,872,000	10,240,000	142,047,000		(128,463,000)	(7,957,000)		(5,627,000)		(142,047,000)
Wastewater Operations																			
Other New / Initiatives																			
5832229 Spare Auto Samplers (2)		37,000										37,000			(37,000)				(37,000)
5832231 Spare Pump - Port Dover SPS 7 - Ryerse Cr		10,000										10,000			(10,000)				(10,000)
5832232 Spare Disc Filter Gearbox & Motor - Simcoe WWTP		12,000										12,000			(12,000)				(12,000)
5832233 Simcoe WWTP Effluent Wet Well Miltonic's		8,000										8,000			(8,000)				(8,000)
5832111 Simcoe WWTP Filtration Building Replacement				305,000	2,233,000							2,538,000			(1,904,000)		(634,000)		(2,538,000)
5832315 Port Dover WWTP - Capacity Upgrades										18,733,000		18,733,000		(18,733,000)					(18,733,000)
Total Other New / Initiatives		67,000		305,000	2,233,000					18,733,000		21,338,000		(18,733,000)	(1,971,000)		(634,000)		(21,338,000)
Total Wastewater Operations		67,000		305,000	2,233,000					18,733,000		21,338,000		(18,733,000)	(1,971,000)		(634,000)		(21,338,000)
Total Environmental & Infrastructure Services	30,000	3,838,000	32,398,000	40,657,000	11,906,000	9,507,000	21,512,000	1,959,000	14,803,000	20,792,000	10,432,000	167,804,000		(148,649,000)	(9,928,000)	(2,218,000)	(7,009,000)		(167,804,000)
Health & Social Services																			
Norview Lodge																			
Other New / Initiatives																			
6332217 Electronic Menu System		40,000										40,000						(40,000)	(40,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
Total Other New / Initiatives		40,000										40,000				(40,000)		(40,000)
Total Norview Lodge		40,000										40,000				(40,000)		(40,000)
Total Health & Social Services		40,000										40,000				(40,000)		(40,000)
Operations																		
Parks																		
New Park Development Program																		
7332013 Dog Park - Port Rowan									39,000			39,000			(21,000)		(18,000)	(39,000)
7332014 Dog Park - Port Dover									39,000			39,000			(21,000)		(18,000)	(39,000)
7332015 Dog Park - Delhi									39,000			39,000			(21,000)		(18,000)	(39,000)
Total New Park Development Program									117,000			117,000			(63,000)		(54,000)	(117,000)
Soccer Park Development Program																		
7332212 Simcoe Yth Soccer Dvlpmnt - Spectator Benches			100,000									100,000			(19,000)		(81,000)	(100,000)
7332315 Simcoe Soccer Park - Back Area Development			500,000									500,000	(250,000)			(25,000)	(225,000)	(500,000)
7332032 Windel Soccer Field - Velodrome Redevelopment				30,000								30,000				(30,000)		(30,000)
Total Soccer Park Development Program			600,000	30,000								630,000	(250,000)		(19,000)	(55,000)	(306,000)	(630,000)
Port Rowan Waterfront Development Program																		
7331846 Sun Shelters-Pt Rowan Waterfront Park: Phase 1/3						28,000						28,000				(28,000)		(28,000)
7331923 Park Sign - Port Rowan Waterfront Park							22,000					22,000				(22,000)		(22,000)
7332017 Sun Shelters-Pt Rowan Waterfront Park: Phase 2/3							28,000					28,000				(28,000)		(28,000)
7331919 In-Ground Sprinkler System-Pt Rowan Wtrfrnt Park								15,000				15,000				(15,000)		(15,000)
7332111 Sun Shelters-Pt Rowan Waterfront Park: Phase 3/3								28,000				28,000				(28,000)		(28,000)
Total Port Rowan Waterfront Development Program						28,000	50,000	43,000				121,000				(121,000)		(121,000)
Rural/Abandoned Cemetery Transfers Program																		
7332206 2022 Legal Transfers of Rural/Abandoned Cemetery		10,000										10,000				(10,000)		(10,000)
7332305 2023 Legal Transfers of Rural/Abandoned Cemetery			10,000									10,000				(10,000)		(10,000)
7332404 2024 Legal Transfers of Rural/Abandoned Cemetery				10,000								10,000				(10,000)		(10,000)
7332504 2025 Legal Transfers of Rural/Abandoned Cemetery					10,000							10,000				(10,000)		(10,000)
7332605 2026 Legal Transfers of Rural/Abandoned Cemetery						10,000						10,000				(10,000)		(10,000)
7332706 2027 Legal Transfers of Rural/Abandoned Cemetery							10,000					10,000				(10,000)		(10,000)
7332805 2028 Legal Transfers of Rural/Abandoned Cemetery								10,000				10,000				(10,000)		(10,000)
7332904 2029 Legal Transfers of Rural/Abandoned Cemetery									10,000			10,000				(10,000)		(10,000)
7333003 2030 Legal Transfers of Rural/Abandoned Cemetery										10,000		10,000				(10,000)		(10,000)
7333101 2031 Legal Transfers of Rural/Abandoned Cemetery											10,000	10,000				(10,000)		(10,000)
Total Rural/Abandoned Cemetery Transfers Program		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000				(100,000)		(100,000)
Seasonal Plus Controller Program																		
7331870 Seasonal Plus Controller - Delhi Arena		39,000										39,000				(39,000)		(39,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					TOTAL FUNDING (2022 to 2031)
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	
7331860 Seasonal Plus Controller - Simcoe Talbot Gardens					44,000							44,000				(44,000)		(44,000)
Total Seasonal Plus Controller Program		39,000			44,000							83,000				(83,000)		(83,000)
Dressing Room Construction Program																		
7332406 Dressing Room Construction - Langton Arena		825,000										825,000	(605,000)	(204,000)			(16,000)	(825,000)
Total Dressing Room Construction Program		825,000										825,000	(605,000)	(204,000)			(16,000)	(825,000)
Other New / Initiatives																		
7332045 Ice Door - Delhi Arena		7,000										7,000				(7,000)		(7,000)
7332213 Expansion & Renovation - Simcoe Recreation Centre			1,128,000	10,404,000								11,532,000	(208,000)	(8,723,000)			(2,601,000)	(11,532,000)
7331847 Power Rake - Parks West				12,000								12,000				(12,000)		(12,000)
7331941 Lynn River Silt Trap - Clifton Park Simcoe				40,000								40,000				(40,000)		(40,000)
7331944 Pergola & Healing Garden - Oakwood Columbarium				20,000								20,000				(20,000)		(20,000)
7331957 Arena Swipe Card Access Control				78,000								78,000				(78,000)		(78,000)
7332024 Parking Area Expansion - Port Dover Arena				100,000								100,000				(100,000)		(100,000)
7332044 Power Failure Check Valve - Delhi Kinsmen Pool				17,000								17,000				(17,000)		(17,000)
7332412 East Field Lighting - McLaughlin Soccer Park				55,000								55,000				(55,000)		(55,000)
7331942 Front End Loader Attachment (M571) - Simcoe Parks					7,000							7,000				(7,000)		(7,000)
7332215 Trail Upgrade - Wellington Park					53,000							53,000				(53,000)		(53,000)
7331937 Multi Use Sports Pad - Port Rowan Skate Park						100,000						100,000				(100,000)		(100,000)
7331820 Oakwood Cmty Water System Upgrades Phase 2/4							38,000					38,000				(38,000)		(38,000)
7332033 Irrigation System - Simcoe Memorial Ball Park							39,000					39,000				(39,000)		(39,000)
7331821 Pickup Truck Superintendent of Trails & Cemeteries								48,000				48,000				(48,000)		(48,000)
7331912 Oakwood Cmty Water System Upgrades Phase 3/4									77,000			77,000				(77,000)		(77,000)
7332009 Oakwood Cmty Water System Upgrade Phase 4/4									43,000			43,000				(43,000)		(43,000)
7331809 Install Concrete Pad - Langton Pavilion										33,000		33,000				(33,000)		(33,000)
7332016 Delhi Skate Park											533,000	533,000	(177,000)			(68,000)	(288,000)	(533,000)
Total Other New / Initiatives		7,000	1,128,000	10,726,000	60,000	100,000	77,000	48,000	120,000	33,000	533,000	12,832,000	(385,000)	(8,723,000)		(835,000)	(2,889,000)	(12,832,000)
Total Parks		881,000	1,738,000	10,766,000	114,000	138,000	137,000	101,000	247,000	43,000	543,000	14,708,000	(1,240,000)	(8,927,000)	(82,000)	(1,194,000)	(3,265,000)	(14,708,000)
Marinas																		
Other New / Initiatives																		
7631706 PDHM Wastewater System			1,568,000									1,568,000			(1,568,000)			(1,568,000)
7631601 PDHM Main Office Building Expansion				1,560,000								1,560,000		(1,089,000)			(471,000)	(1,560,000)
7632503 PDHM Reconstruction of Commercial Area					1,500,000							1,500,000		(1,500,000)				(1,500,000)
7632202 PRHM Electrical and Bumpers for the Pier						40,000						40,000				(40,000)		(40,000)
7632303 PRHM Lighting for the Pier							40,000					40,000				(40,000)		(40,000)
7632001 PRHM Municipal Water - East Slips								50,000				50,000				(50,000)		(50,000)
7632901 PDHM Purchase Travel Lift									500,000			500,000		(500,000)				(500,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
7632902 PDHM Connecting Link									50,000			50,000			(50,000)			(50,000)
7632302 PDHM Resurface South Parking Lot										230,000		230,000			(230,000)			(230,000)
Total Other New / Initiatives			1,568,000	1,560,000	1,500,000	40,000	40,000	50,000	550,000	230,000		5,538,000		(3,089,000)	(1,848,000)	(130,000)	(471,000)	(5,538,000)
Total Marinas			1,568,000	1,560,000	1,500,000	40,000	40,000	50,000	550,000	230,000		5,538,000		(3,089,000)	(1,848,000)	(130,000)	(471,000)	(5,538,000)
Roads																		
Traffic Signal Controllers Program																		
5632208 2022 Traffic Controller Program		54,000										54,000					(54,000)	(54,000)
5632308 2023 Traffic Controller Program			56,000									56,000					(56,000)	(56,000)
5632408 2024 Traffic Controller Program				57,000								57,000					(57,000)	(57,000)
5632508 2025 Traffic Controller Program					58,000							58,000					(58,000)	(58,000)
5632603 2026 Traffic Controller Program						60,000						60,000					(60,000)	(60,000)
5632704 2027 Traffic Controller Program							61,000					61,000					(61,000)	(61,000)
5632804 2028 Traffic Controller Program								63,000				63,000					(63,000)	(63,000)
5632903 2029 Traffic Controller Program									64,000			64,000					(64,000)	(64,000)
5633004 2030 Traffic Controller Program										66,000		66,000					(66,000)	(66,000)
5633101 2031 Traffic Controller Program											67,000	67,000					(67,000)	(67,000)
Total Traffic Signal Controllers Program		54,000	56,000	57,000	58,000	60,000	61,000	63,000	64,000	66,000	67,000	606,000				(606,000)	(606,000)	
Total Roads		54,000	56,000	57,000	58,000	60,000	61,000	63,000	64,000	66,000	67,000	606,000				(606,000)	(606,000)	
Facilities																		
Energy Conservation Measures Program																		
5332226 Rooftop Net Metering Consulting Services			36,000									36,000				(36,000)		(36,000)
5332411 Electric Vehicle Charging Stations at County Arenas				85,000								85,000				(85,000)		(85,000)
Total Energy Conservation Measures Program			36,000	85,000								121,000				(121,000)		(121,000)
Climate Change Program																		
5332214 2022 Climate Change Adaptation Measure Program		102,000										102,000			(102,000)			(102,000)
5332308 2023 Climate Change Adaptation Measure Program			104,000									104,000			(104,000)			(104,000)
5332408 2024 Climate Change Adaptation Measure Program				106,000								106,000			(106,000)			(106,000)
5332512 2025 Climate Change Adaptation Measure Program					108,000							108,000			(108,000)			(108,000)
5332606 2026 Climate Change Adaptation Measure Program						110,000						110,000			(110,000)			(110,000)
5332718 2027 Climate Change Adaptation Measure Program							112,000					112,000			(112,000)			(112,000)
5332805 2028 Climate Change Adaptation Measure Program								114,000				114,000			(114,000)			(114,000)
5332908 2029 Climate Change Adaptation Measure Program									116,000			116,000			(116,000)			(116,000)
5333004 2030 Climate Change Adaptation Measure Program										118,000		118,000			(118,000)			(118,000)
5333104 2031 Climate Change Adaptation Measure Program											120,000	120,000			(120,000)			(120,000)
Total Climate Change Program		102,000	104,000	106,000	108,000	110,000	112,000	114,000	116,000	118,000	120,000	1,110,000			(1,110,000)			(1,110,000)
Other New / Initiatives																		



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5332221 Access Ladders Installation - Various Bldgs		120,000										120,000				(120,000)		(120,000)
3332004 Elevator Installation - Langton Arena						538,000						538,000		(538,000)				(538,000)
Total Other New / Initiatives		120,000				538,000						658,000		(538,000)		(120,000)		(658,000)
Total Facilities		222,000	140,000	191,000	108,000	648,000	112,000	114,000	116,000	118,000	120,000	1,889,000		(538,000)	(1,110,000)	(241,000)		(1,889,000)
Fleet																		
Other New / Initiatives																		
5431927 Brush Chipper - Simcoe Yard		62,000										62,000				(62,000)		(62,000)
5432333 Purpose Built Service Truck					210,000							210,000		(210,000)				(210,000)
Total Other New / Initiatives		62,000			210,000							272,000		(210,000)		(62,000)		(272,000)
Total Fleet		62,000			210,000							272,000		(210,000)		(62,000)		(272,000)
Total Operations		1,219,000	3,502,000	12,574,000	1,990,000	886,000	350,000	328,000	977,000	457,000	730,000	23,013,000	(1,240,000)	(12,764,000)	(3,040,000)	(2,233,000)	(3,736,000)	(23,013,000)
Community Development																		
Economic Development																		
Placemaking Assets Program																		
8432201 Placemaking Assets - Simcoe Area		5,000	20,000									25,000				(25,000)		(25,000)
8432301 Placemaking Assets - Delhi Area			5,000	20,000								25,000				(25,000)		(25,000)
8432501 2025 Placemaking Assets Program					28,000							28,000				(28,000)		(28,000)
8432601 2026 Placemaking Assets Program						29,000						29,000				(29,000)		(29,000)
8432701 2027 Placemaking Assets Program							30,000					30,000				(30,000)		(30,000)
8432801 2028 Placemaking Assets Program								31,000				31,000				(31,000)		(31,000)
8432901 2029 Placemaking Assets Program									32,000			32,000				(32,000)		(32,000)
8433001 2030 Placemaking Assets Program										33,000		33,000				(33,000)		(33,000)
8433101 2031 Placemaking Assets Program											34,000	34,000				(34,000)		(34,000)
Total Placemaking Assets Program		5,000	25,000	20,000	28,000	29,000	30,000	31,000	32,000	33,000	34,000	267,000				(267,000)		(267,000)
Other New / Initiatives																		
7232001 Ride Norfolk - Para Transit Accessible Vehicle					104,000							104,000				(104,000)		(104,000)
7232101 Ride Norfolk - Scheduling Software						27,000						27,000				(27,000)		(27,000)
7232401 Ride Norfolk - Para Transit Accessible Vehicle								109,000				109,000				(109,000)		(109,000)
Total Other New / Initiatives					104,000	27,000		109,000				240,000				(240,000)		(240,000)
Total Economic Development		5,000	25,000	20,000	132,000	56,000	30,000	140,000	32,000	33,000	34,000	507,000				(507,000)		(507,000)
Heritage & Culture																		
Other New / Initiatives																		
8331707 Collections Storage			53,000									53,000				(53,000)		(53,000)
Total Other New / Initiatives			53,000									53,000				(53,000)		(53,000)
Total Heritage & Culture			53,000									53,000				(53,000)		(53,000)
Total Community Development		5,000	78,000	20,000	132,000	56,000	30,000	140,000	32,000	33,000	34,000	560,000				(560,000)		(560,000)



PROPOSED 2022-2031 CAPITAL PLAN
NEW / INCREMENTAL CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
Total NEW / INCREMENTAL CAPITAL	140,000	6,100,000	36,788,000	54,993,000	16,633,000	12,045,000	24,434,000	3,264,000	19,977,000	21,598,000	12,524,000	208,356,000	(1,665,000)	(168,963,000)	(17,065,000)	(6,576,000)	(14,087,000)	(208,356,000)

SECTION 3B:

PROPOSED 2022 – 2031

CAPITAL PLAN

ASSET MANAGEMENT CAPITAL



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
Office of the CAO																		
Clerks & By-Law																		
Other Replacements																		
3231601 Renovations to Council Chambers					32,000	179,000						211,000			(211,000)			(211,000)
Total Other Replacements					32,000	179,000						211,000			(211,000)			(211,000)
Total Clerks & By-Law					32,000	179,000						211,000			(211,000)			(211,000)
Fire																		
Fire Vehicle Replacement Program		120,000	4,078,000	2,168,000	2,254,000	1,784,000	1,670,000	716,000	1,724,000	1,582,000	2,307,000	18,403,000		(3,836,000)	(14,567,000)			(18,403,000)
Infrared Thermal Imaging Camera Replacement Program					96,000			85,000				181,000			(181,000)			(181,000)
Fire Station Building Repairs & Maintenance Program		15,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,140,000			(1,140,000)			(1,140,000)
SCBA Pack Replacement Program		143,000	256,000	249,000	148,000	175,000	192,000	164,000	170,000	251,000	172,000	1,920,000			(1,920,000)			(1,920,000)
SCBA Air Compressor Replacement Program			70,000		60,000	62,000						192,000			(192,000)			(192,000)
Other Replacements																		
7432702 Extraction Equipment							240,000					240,000			(240,000)			(240,000)
7432504 2031 Fire Management Information System											150,000	150,000		(150,000)				(150,000)
Total Other Replacements							240,000				150,000	390,000		(150,000)	(240,000)			(390,000)
Total Fire		278,000	4,529,000	2,542,000	2,683,000	2,146,000	2,227,000	1,090,000	2,019,000	1,958,000	2,754,000	22,226,000		(3,986,000)	(18,240,000)			(22,226,000)
Paramedic Services																		
EMS Vehicle Replacement Program		454,000	464,000	570,000	551,000	500,000	256,000	70,000	409,000	792,000	566,000	4,632,000			(4,632,000)			(4,632,000)
Ambulance Defibrillator Replacement Program		128,000	125,000	128,000	130,000	167,000		138,000	140,000	143,000	183,000	1,282,000			(1,282,000)			(1,282,000)
EMS Buildings Repairs & Maintenance Program		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000			(200,000)			(200,000)
Stretcher Replacement Program			110,000	140,000	143,000	146,000	90,000	30,000	146,000	149,000	153,000	1,107,000			(1,107,000)			(1,107,000)
Total Paramedic Services		602,000	719,000	858,000	844,000	833,000	366,000	258,000	715,000	1,104,000	922,000	7,221,000			(7,221,000)			(7,221,000)
Total Office of the CAO		880,000	5,248,000	3,400,000	3,559,000	3,158,000	2,593,000	1,348,000	2,734,000	3,062,000	3,676,000	29,658,000		(3,986,000)	(25,672,000)			(29,658,000)
Corporate Services																		
Accessibility & Special Projects																		
Barrier Free - Accessible Sidewalks Program		27,000	28,000	28,000	29,000	29,000	30,000	30,000	31,000	31,000	32,000	295,000			(295,000)			(295,000)
Barrier Free - Accessible Pedestrian Signals Program		27,000	28,000	28,000	29,000	29,000	30,000	30,000	31,000	31,000	32,000	295,000				(295,000)		(295,000)
Barrier Free - Accessible Parking Spaces Program		16,000	17,000	17,000	17,000	18,000	18,000	18,000	19,000	19,000	19,000	178,000				(178,000)		(178,000)
Total Accessibility & Special Projects		70,000	73,000	73,000	75,000	76,000	78,000	78,000	81,000	81,000	83,000	768,000			(295,000)	(473,000)		(768,000)
Financial Management & Planning																		
Other Replacements																		
3332207 Insurance Claim Management Software Rplcmnt		50,000										50,000			(50,000)			(50,000)
Total Other Replacements		50,000										50,000			(50,000)			(50,000)
Total Financial Management & Planning		50,000										50,000			(50,000)			(50,000)
Information Technology																		



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
Information Technology Replacement Program		388,000	657,000	497,000	464,000	530,000	649,000	447,000	545,000	554,000	380,000	5,111,000			(5,111,000)			(5,111,000)
Telephone Equipment Replacement Program		100,000	50,000				120,000					270,000			(270,000)			(270,000)
Total Information Technology		488,000	707,000	497,000	464,000	530,000	769,000	447,000	545,000	554,000	380,000	5,381,000			(5,381,000)			(5,381,000)
Total Corporate Services		608,000	780,000	570,000	539,000	606,000	847,000	525,000	626,000	635,000	463,000	6,199,000			(5,726,000)	(473,000)		(6,199,000)
Environmental & Infrastructure Services																		
Engineering																		
Infrastructure Reconstruction Program	1,183,000	9,897,000	13,348,000	12,202,000	16,815,000	15,149,000	19,197,000	13,508,000	12,976,000	11,267,000	16,944,000	141,303,000	(146,000)	(5,682,000)	(134,373,000)	(43,000)	(1,059,000)	(141,303,000)
Rural Asphalt Resurfacing Program		5,126,000	5,929,000	5,563,000	8,190,000	7,875,000	6,007,000	6,537,000	6,579,000	7,432,000	5,990,000	65,228,000		(11,632,000)	(47,156,000)		(6,440,000)	(65,228,000)
Urban Asphalt Resurfacing Program		861,000	726,000	764,000	773,000	792,000	812,000	832,000	853,000	874,000	896,000	8,183,000			(8,183,000)			(8,183,000)
Surface Treatment Program		2,735,000	2,803,000	2,873,000	2,945,000	3,019,000	3,095,000	3,172,000	3,250,000	3,332,000	3,415,000	30,639,000			(30,639,000)			(30,639,000)
Bridge Rehabilitation Program	561,000	4,916,000	4,359,000	3,450,000	4,044,000	3,732,000	3,645,000	3,290,000	4,559,000	5,517,000	3,114,000	40,626,000	(952,000)	(28,130,000)	(11,544,000)			(40,626,000)
Bridge Sustainability Program		50,000	318,000		330,000		342,000		354,000		366,000	1,760,000		(990,000)	(770,000)			(1,760,000)
Drainage Engineering & Construction Program		3,407,000	3,152,000	3,231,000	3,312,000	3,395,000	1,084,000	1,105,000	1,126,000	1,148,000	1,177,000	22,137,000	(11,139,000)	(10,998,000)				(22,137,000)
Sidewalks & Walkways Reconstruction		208,000	210,000	334,000	221,000	226,000	232,000	238,000	244,000	250,000	256,000	2,419,000			(2,419,000)			(2,419,000)
Storm Water Pond Rehabilitation Program		293,000	54,000	194,000			117,000	52,000				710,000			(710,000)			(710,000)
Other Replacements																		
5932205 GPS System Replacement - Survey Equipment		24,000										24,000				(24,000)		(24,000)
Total Other Replacements		24,000										24,000				(24,000)		(24,000)
Total Engineering	1,744,000	27,517,000	30,899,000	28,611,000	36,630,000	34,188,000	34,531,000	28,734,000	29,941,000	29,820,000	32,158,000	313,029,000	(12,237,000)	(57,432,000)	(235,794,000)	(67,000)	(7,499,000)	(313,029,000)
Environmental Services - Waste Management																		
Tom Howe Management Program		279,000										279,000			(279,000)			(279,000)
Total Environmental Services - Waste Management		279,000										279,000			(279,000)			(279,000)
Water Operations																		
Water Equipment Replacements/Upgrades Program		470,000	486,000	254,000	112,000	341,000	214,000	391,000	401,000	504,000	555,000	3,728,000			(3,351,000)		(377,000)	(3,728,000)
Well Rehabilitation Program		325,000	356,000	203,000	209,000	285,000	375,000	318,000	302,000	226,000	313,000	2,912,000			(2,912,000)			(2,912,000)
Supervisory Control & Data Acquisition Replacements F		133,000	220,000	119,000	122,000	155,000	247,000	152,000	166,000	270,000	336,000	1,920,000			(1,920,000)			(1,920,000)
Other Replacements																		
5831806 Doan's Hollow Water Facility Decommissioning		86,000										86,000			(86,000)			(86,000)
5832217 Transformer Replacements - Cedar St		256,000										256,000			(256,000)			(256,000)
5832114 Delhi Filter Plant Decommissioning			52,000		562,000							614,000			(614,000)			(614,000)
5832808 Elevated Storage Tank Repair/Painting - Port Dover			3,604,000									3,604,000			(3,604,000)			(3,604,000)
5832809 Pt Rowan - St William Transmission Wtrmn - Ph 2/2				324,000	4,966,000							5,290,000			(5,290,000)			(5,290,000)
5832510 Waterford Elevated Water Storage Tank					3,818,000							3,818,000			(764,000)	(3,054,000)		(3,818,000)
5832616 Courtland Booster Station Rehabilitation & Inspection						74,000						74,000			(74,000)			(74,000)
5832712 Standpipe Rehabilitation - Delhi							1,664,000					1,664,000			(1,664,000)			(1,664,000)
5833007 Simcoe Water Tower Replacement									1,478,000	5,913,000		7,391,000		(7,391,000)				(7,391,000)



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5833009 Water Tower Rehabilitation - Port Rowan										1,080,000		1,080,000			(1,080,000)			(1,080,000)
5833010 Standpipe Rehabilitation - Waterford										1,511,000		1,511,000			(1,511,000)			(1,511,000)
5833102 Well UV System - Delhi										385,000		385,000			(385,000)			(385,000)
5833106 UV System Replacement - Cedar St										602,000		602,000			(602,000)			(602,000)
Total Other Replacements		342,000	3,656,000	324,000	9,346,000	74,000	1,664,000		1,478,000	8,504,000	987,000	26,375,000		(7,391,000)	(15,930,000)		(3,054,000)	(26,375,000)
Total Water Operations		1,270,000	4,718,000	900,000	9,789,000	855,000	2,500,000	861,000	2,347,000	9,504,000	2,191,000	34,935,000		(7,391,000)	(24,113,000)		(3,431,000)	(34,935,000)
Wastewater Operations																		
Wastewater Equipment Replacements/Upgrades Progra		113,000	362,000	371,000	380,000	390,000	400,000	410,000	420,000	431,000	442,000	3,719,000			(3,347,000)		(372,000)	(3,719,000)
Supervisory Control & Data Acquisition Replacements F		93,000	131,000	142,000	140,000	186,000	202,000	281,000	101,000	308,000	193,000	1,777,000			(1,777,000)			(1,777,000)
Other Replacements																		
5831943 Hillside Drive Pumping Station Upgrades	150,000		92,000	536,000								628,000			(628,000)			(628,000)
5832003 Membrane Filter and LEAP System Conversion - Port			734,000									734,000			(734,000)			(734,000)
5832515 Port Dover SPS 2 Lynn St Repl/Rehab					602,000							602,000			(602,000)			(602,000)
5832814 Media Filter Replacement - Delhi WWTP								178,000				178,000			(178,000)			(178,000)
5832815 UV Bulb Replacement - Delhi WWTP								42,000				42,000			(42,000)			(42,000)
5833015 Media Replacement - Simcoe WWTP - Recent Rebuil										345,000		345,000			(345,000)			(345,000)
5832801 SAGR Media Replacement - Waterford WWTP											290,000	290,000			(290,000)			(290,000)
Total Other Replacements	150,000		826,000	536,000	602,000			220,000		345,000	290,000	2,819,000			(2,819,000)			(2,819,000)
Total Wastewater Operations	150,000	206,000	1,319,000	1,049,000	1,122,000	576,000	602,000	911,000	521,000	1,084,000	925,000	8,315,000			(7,943,000)		(372,000)	(8,315,000)
Total Environmental & Infrastructure Services	1,894,000	29,272,000	36,936,000	30,560,000	47,541,000	35,619,000	37,633,000	30,506,000	32,809,000	40,408,000	35,274,000	356,558,000	(12,237,000)	(64,823,000)	(268,129,000)	(67,000)	(11,302,000)	(356,558,000)
Health & Social Services																		
Haldimand Norfolk Health Unit																		
Other Replacements																		
6532202 Dental Chair & Cabinetry Replacement - Simcoe		60,000										60,000	(60,000)					(60,000)
Total Other Replacements		60,000										60,000	(60,000)					(60,000)
Total Haldimand Norfolk Health Unit		60,000										60,000	(60,000)					(60,000)
Norview Lodge																		
Bathing System Replacement Program		18,000	76,000		38,000	68,000				5,000		205,000			(205,000)			(205,000)
Lift Replacement Program		110,000	37,000		81,000	165,000	70,000		29,000		15,000	507,000			(507,000)			(507,000)
Nursing Equipment Replacement Program				11,000				22,000		11,000	90,000	134,000			(134,000)			(134,000)
Laundry Equipment Replacement Program				62,000				15,000				77,000			(77,000)			(77,000)
Kitchen Replacement Program		32,000	13,000	13,000	43,000	30,000		7,000	16,000	47,000	11,000	212,000			(212,000)			(212,000)
Building & Property Equipment Replacement Program					235,000	63,000	25,000		15,000		121,000	459,000			(459,000)			(459,000)
Carpet Replacement Program		38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000	425,000			(425,000)			(425,000)
Vehicle Replacement Program				40,000				10,000				50,000	(20,000)		(30,000)			(50,000)
Total Norview Lodge		198,000	165,000	166,000	438,000	368,000	138,000	98,000	105,000	109,000	284,000	2,069,000	(20,000)		(2,049,000)			(2,069,000)



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
Total Health & Social Services		258,000	165,000	166,000	438,000	368,000	138,000	98,000	105,000	109,000	284,000	2,129,000	(80,000)		(2,049,000)			(2,129,000)
Operations																		
Parks																		
Interior Building Upgrades Program			71,000	668,000			70,000	212,000			50,000	1,071,000	(5,000)		(1,066,000)			(1,071,000)
Exterior Building Upgrades Program		16,000	61,000	574,000			33,000					684,000			(684,000)			(684,000)
Parking Area Resurfacing Program			85,000	100,000	29,000							214,000				(214,000)		(214,000)
Kitchen Upgrades Program		20,000										20,000			(20,000)			(20,000)
Refrigeration Equipment Replacement Program		115,000		25,000	116,000	28,000	179,000	152,000		126,000		741,000			(741,000)			(741,000)
Ice Resurfacers Replacements Program			174,000	35,000		210,000	37,000	175,000	175,000		41,000	847,000			(796,000)	(51,000)		(847,000)
Playground Replacement Program			75,000		121,000	104,000	106,000	108,000	110,000	112,000	114,000	850,000				(850,000)		(850,000)
Auto Floor Scrubber Replacement Program			7,000	7,000		8,000		8,000				30,000			(30,000)			(30,000)
Pool Vacuum Replacement Program			7,000		7,000		7,000		8,000		8,000	37,000			(37,000)			(37,000)
Steel Light Tower Replacement Program			318,000	165,000	178,000	308,000						969,000		(318,000)		(651,000)		(969,000)
Oakwood Cemetery Roadway Resurfacing Program				22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	204,000				(204,000)		(204,000)
Other Replacements																		
7332043 Pool Shell & Filtration System Upgrade - DKP	15,000	275,000										275,000			(275,000)			(275,000)
7331841 Fence Replacement - Walsingham Ball Park		21,000										21,000				(21,000)		(21,000)
7331830 Boundary Fence Replacement - Stalker Park			7,000									7,000				(7,000)		(7,000)
7331856 Tennis Courts Reconstruction - Percy Carter			185,000									185,000		(185,000)				(185,000)
7331864 Park Shop & Compound Repairs - Simcoe Parks			29,000									29,000				(29,000)		(29,000)
7332038 Langton Fieldhouse Refurbishment				60,000								60,000			(60,000)			(60,000)
7332048 Diamond Repairs - Delhi Arena Diamond				28,000								28,000				(28,000)		(28,000)
7332414 Accessible Counter - Lions Ball Park				10,000								10,000	(5,000)			(5,000)		(10,000)
7331844 Fence Replacement - Port Rowan Skatepark					13,000							13,000				(13,000)		(13,000)
7332018 Ice Rink & Seat Deck Overhaul - Talbot Gardens					1,560,000							1,560,000		(1,560,000)				(1,560,000)
7332030 Fence Replacement - Waterford Hellyer Diamond					30,000							30,000				(30,000)		(30,000)
7332117 Infield Resizing - Delhi Main Diamond					33,000							33,000				(33,000)		(33,000)
7331938 Ice Rink Floor&Dashboard Replace - PD Arena							1,104,000					1,104,000		(1,104,000)				(1,104,000)
7332809 Scoreboard Upgrades - Simcoe Lions' Ball Park								36,000				36,000	(18,000)			(18,000)		(36,000)
7333005 Fence Replacement - Port Rowan Tennis Court										18,000		18,000				(18,000)		(18,000)
Total Other Replacements	15,000	296,000	221,000	98,000	1,636,000	1,104,000	36,000	18,000	3,409,000	(23,000)	(2,849,000)	(335,000)	(202,000)					(3,409,000)
Total Parks	15,000	447,000	1,019,000	1,694,000	2,110,000	682,000	1,561,000	717,000	320,000	284,000	242,000	9,076,000	(28,000)	(3,167,000)	(3,709,000)	(2,172,000)		(9,076,000)
Marinas																		
Major Dock Rebuilds Program			35,000	111,000			100,000				4,500,000	4,746,000		(4,500,000)	(246,000)			(4,746,000)
Marina Equipment & Vehicle Replacement Program						95,000						95,000			(95,000)			(95,000)
Other Replacements																		



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
7632201 PDHM Security Gate & Lighting		90,000										90,000			(90,000)			(90,000)
7632502 PDHM Pavilion Refurbishment					100,000							100,000			(100,000)			(100,000)
7632605 PRHM Resurface Parking Area & Roadway						15,000						15,000			(15,000)			(15,000)
7632702 PDHM Resurface Roadways/Parking - North, West ar									300,000			300,000			(300,000)			(300,000)
7631604 PRHM Upgrades & Renovations										830,000		830,000		(830,000)				(830,000)
Total Other Replacements		90,000			100,000	15,000			300,000	830,000		1,335,000		(830,000)	(505,000)			(1,335,000)
Total Marinas		90,000	35,000	111,000	100,000	110,000	100,000		300,000	830,000	4,500,000	6,176,000		(5,330,000)	(846,000)			(6,176,000)
Roads																		
Parking Lot Preservation Program			78,000	80,000	82,000	84,000	86,000	88,000	90,000	92,000	94,000	774,000				(774,000)		(774,000)
Retaining Wall Program		64,000	66,000	67,000	69,000	71,000	72,000	74,000	76,000	78,000	80,000	717,000			(717,000)			(717,000)
Material Storage Dome Reshingling Program		47,000		49,000		52,000		55,000		57,000		260,000			(260,000)			(260,000)
Total Roads		111,000	144,000	196,000	151,000	207,000	158,000	217,000	166,000	227,000	174,000	1,751,000			(977,000)	(774,000)		(1,751,000)
Facilities																		
Generator Replacement Program		30,000	22,000	82,000	100,000	11,000		220,000	50,000	50,000	51,000	616,000			(616,000)			(616,000)
HVAC Replacement Program		298,000	361,000	390,000	366,000	333,000	299,000	305,000	311,000	421,000	317,000	3,401,000			(3,401,000)			(3,401,000)
Roof Replacement Program		485,000	2,210,000	450,000	344,000	469,000	478,000	366,000	359,000	366,000	373,000	5,900,000			(5,900,000)			(5,900,000)
Admin Buildings Repairs & Maintenance Program		90,000	452,000	418,000	344,000	352,000	359,000	366,000	373,000	380,000	389,000	3,523,000			(3,523,000)			(3,523,000)
Elevator Replacement Program			557,000	470,000	75,000					75,000		1,177,000			(1,177,000)			(1,177,000)
Museums Repairs & Maintenance Program		115,000	409,000	111,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	992,000			(992,000)			(992,000)
County Building Repair & Maintenance Program		1,083,000	563,000	307,000	30,000	173,000		117,000	50,000	120,000		2,443,000	(1,000)		(2,436,000)	(6,000)		(2,443,000)
LED Street Lighting Retrofit Program			154,000	158,000	162,000	166,000						640,000				(640,000)		(640,000)
Other Replacements																		
5331910 Soil Remediation Norfolk County Garage & Woodlot	8,901,000	750,000	750,000	750,000	750,000							3,000,000		(3,000,000)				(3,000,000)
7332217 Delhi Quance Mill Building Restoration		10,000	205,000									215,000			(215,000)			(215,000)
Total Other Replacements	8,901,000	760,000	955,000	750,000	750,000							3,215,000		(3,000,000)	(215,000)			(3,215,000)
Total Facilities	8,901,000	2,861,000	5,683,000	3,136,000	2,222,000	1,555,000	1,187,000	1,425,000	1,194,000	1,463,000	1,181,000	21,907,000	(1,000)	(3,000,000)	(18,260,000)	(646,000)		(21,907,000)
Fleet																		
Tandem Axle Truck Replacement Program		1,095,000	1,116,000	1,137,000	774,000	790,000	1,209,000	1,230,000	1,257,000	1,281,000	1,314,000	11,203,000			(11,203,000)			(11,203,000)
One Ton Truck Replacement Program			258,000		180,000		186,000			300,000		924,000			(924,000)			(924,000)
Pickup Truck Replacement Program		268,000	258,000	264,000	270,000	276,000	282,000	288,000	294,000	300,000	306,000	2,806,000			(2,806,000)			(2,806,000)
Single Axle Truck Replacement Program			640,000			676,000			359,000			1,675,000			(1,675,000)			(1,675,000)
Mower Replacement Program		89,000	63,000	75,000	33,000	46,000	47,000	69,000	72,000	75,000	78,000	647,000			(647,000)			(647,000)
Van Replacement Program			58,000	32,000			34,000	105,000	123,000	36,000		388,000			(388,000)			(388,000)
Fleet Capital Equipment Replacement Program																		
5431806 Tractor/Loader/Backhoe Replacement - B051		156,000										156,000			(156,000)			(156,000)
5432001 Brush Chipper Replacement - E150		62,000										62,000			(62,000)			(62,000)



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5432211 Street Sweeper Replacement - S023		353,000										353,000			(353,000)			(353,000)
5431803 Roller Replacement - S423			244,000									244,000			(244,000)			(244,000)
5432409 Utility Vehicle Replacement - U014				23,000								23,000			(23,000)			(23,000)
5432301 Brush Chipper Replacement - E182					66,000							66,000			(66,000)			(66,000)
5432504 Chip Spreader Replacement - S710					220,000							220,000			(220,000)			(220,000)
5432305 Tar Distributor Replacement - S730						392,000						392,000			(392,000)			(392,000)
5432401 Brush Chipper Replacement - E190						67,000						67,000			(67,000)			(67,000)
5432510 Street Sweeper Replacement - S072							302,000					302,000			(302,000)			(302,000)
5432803 Norview Bus Replacement - N006								198,000				198,000			(198,000)			(198,000)
5433005 Motor Grader Replacement - G861										310,000		310,000			(310,000)			(310,000)
5433006 Loader Replacement - L014										240,000		240,000			(240,000)			(240,000)
5433007 Loader Replacement - L090										240,000		240,000			(240,000)			(240,000)
5433008 Backhoe Replacement - B051										180,000		180,000			(180,000)			(180,000)
Total Fleet Capital Equipment Replacement Program		571,000	244,000	23,000	286,000	459,000	302,000	198,000		970,000		3,053,000			(3,053,000)			(3,053,000)
Total Fleet		2,023,000	2,637,000	1,531,000	1,543,000	2,247,000	2,060,000	1,890,000	2,105,000	2,962,000	1,698,000	20,696,000			(20,696,000)			(20,696,000)
Total Operations	8,916,000	5,532,000	9,518,000	6,668,000	6,126,000	4,801,000	5,066,000	4,249,000	4,085,000	5,766,000	7,795,000	59,606,000	(29,000)	(11,497,000)	(44,488,000)	(3,592,000)		(59,606,000)
Community Development																		
Economic Development																		
Other Replacements																		
8432002 Cedar Street Electronic Sign			31,000									31,000				(31,000)		(31,000)
8432004 Erie Shores Wind Farm Display Replacement			10,000									10,000				(10,000)		(10,000)
Total Other Replacements			41,000									41,000				(41,000)		(41,000)
Total Economic Development			41,000									41,000				(41,000)		(41,000)
Planning																		
Aerial Photography Updates Program					22,000					24,000		46,000				(46,000)		(46,000)
Total Planning					22,000					24,000		46,000				(46,000)		(46,000)
Total Community Development			41,000		22,000					24,000		87,000				(87,000)		(87,000)
Total ASSET MANAGEMENT CAPITAL	10,810,000	36,550,000	52,688,000	41,364,000	58,225,000	44,552,000	46,277,000	36,726,000	40,359,000	50,004,000	47,492,000	454,237,000	(12,346,000)	(80,306,000)	(346,064,000)	(4,219,000)	(11,302,000)	(454,237,000)

SECTION 3C:

PROPOSED 2022 – 2031

CAPITAL PLAN

STUDIES



**PROPOSED 2022-2031 CAPITAL PLAN
STUDIES**

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
Corporate																		
Corporate																		
Other Studies & Assessments																		
2132301 2023 Norfolk County Strategic Priority Update			33,000									33,000				(33,000)		(33,000)
2132701 2027 Norfolk County Strategic Priority Update							36,000					36,000				(36,000)		(36,000)
2133101 2031 Norfolk County Strategic Priority Update											40,000	40,000				(40,000)		(40,000)
Total Other Studies & Assessments			33,000				36,000				40,000	109,000				(109,000)		(109,000)
Total Corporate			33,000				36,000				40,000	109,000				(109,000)		(109,000)
Total Corporate			33,000				36,000				40,000	109,000				(109,000)		(109,000)
Office of the CAO																		
Human Resources																		
Other Studies & Assessments																		
3532201 Human Resources People Plan - External Consultant		100,000										100,000				(100,000)		(100,000)
Total Other Studies & Assessments		100,000										100,000				(100,000)		(100,000)
Total Human Resources		100,000										100,000				(100,000)		(100,000)
Total Office of the CAO		100,000										100,000				(100,000)		(100,000)
Corporate Services																		
Financial Management & Planning																		
Other Studies & Assessments																		
4132201 Building Permit User Fee Study		50,000										50,000			(50,000)			(50,000)
4132502 2024 Water & Wastewater Rate Study				76,000								76,000			(76,000)			(76,000)
4132301 2025 Development Charges Study					80,000							80,000				(8,000)	(72,000)	(80,000)
4132901 2028 Water & Wastewater Rate Study								82,000				82,000			(82,000)			(82,000)
4132801 2030 Development Charges Study										88,000		88,000				(9,000)	(79,000)	(88,000)
Total Other Studies & Assessments		50,000		76,000	80,000			82,000		88,000		376,000			(208,000)	(17,000)	(151,000)	(376,000)
Total Financial Management & Planning		50,000		76,000	80,000			82,000		88,000		376,000			(208,000)	(17,000)	(151,000)	(376,000)
Total Corporate Services		50,000		76,000	80,000			82,000		88,000		376,000			(208,000)	(17,000)	(151,000)	(376,000)
Environmental & Infrastructure Services																		
Engineering																		
Other Studies & Assessments																		
5532334 Seawall Inventory and Inspection		53,000										53,000				(53,000)		(53,000)
5532245 Traffic Signal Operational Review			106,000									106,000				(106,000)		(106,000)
5532431 2023 Road Needs Study			158,000									158,000			(158,000)			(158,000)
5832610 ISMP Study - Major Update					662,000							662,000			(164,000)		(498,000)	(662,000)
5532907 2028 Road Needs Study								178,000				178,000			(178,000)			(178,000)
Total Other Studies & Assessments		53,000	264,000		662,000			178,000				1,157,000			(500,000)	(159,000)	(498,000)	(1,157,000)



**PROPOSED 2022-2031 CAPITAL PLAN
STUDIES**

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST									FUNDING SOURCES						
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
Total Engineering		53,000	264,000		662,000			178,000				1,157,000			(500,000)	(159,000)	(498,000)	(1,157,000)
Water Operations																		
Other Studies & Assessments																		
5832213 Water Facility Inventory and Inspections		55,000										55,000				(55,000)		(55,000)
Total Other Studies & Assessments		55,000										55,000				(55,000)		(55,000)
Total Water Operations		55,000										55,000				(55,000)		(55,000)
Wastewater Operations																		
Other Studies & Assessments																		
5832226 Wastewater Facility Inventory & Inspections		31,000										31,000				(31,000)		(31,000)
Total Other Studies & Assessments		31,000										31,000				(31,000)		(31,000)
Total Wastewater Operations		31,000										31,000				(31,000)		(31,000)
Total Environmental & Infrastructure Services		139,000	264,000		662,000			178,000				1,243,000			(500,000)	(245,000)	(498,000)	(1,243,000)
Operations																		
Facilities																		
Other Studies & Assessments																		
5332223 2022 Structural Review - Arenas (5)		20,000										20,000				(20,000)		(20,000)
5632213 Structural Review - Sand/Salt Domes (14)		25,000										25,000				(25,000)		(25,000)
5332014 Museum Archive Study			25,000									25,000				(25,000)		(25,000)
5332719 2027 Structural Review - Arenas (5)							23,000					23,000				(23,000)		(23,000)
Total Other Studies & Assessments		45,000	25,000				23,000					93,000				(93,000)		(93,000)
Total Facilities		45,000	25,000				23,000					93,000				(93,000)		(93,000)
Total Operations		45,000	25,000				23,000					93,000				(93,000)		(93,000)
Community Development																		
Planning																		
Other Studies & Assessments																		
8232101 Land Evaluation and Area Review		75,000										75,000				(41,000)	(34,000)	(75,000)
8232201 Downtown Simcoe Plan		75,000										75,000				(41,000)	(34,000)	(75,000)
8232202 Two-Zone Floodplain Study		250,000										250,000				(25,000)	(225,000)	(250,000)
8232301 2023 Official Plan Review			200,000									200,000				(164,000)	(36,000)	(200,000)
8232302 Cultural Plan & Archeological Management Plan			50,000									50,000				(50,000)		(50,000)
8232401 Downtown Delhi Plan			90,000									90,000				(50,000)	(40,000)	(90,000)
8232402 Urban Design Guidelines				50,000								50,000				(50,000)		(50,000)
8232503 Downtown Waterford Plan					90,000							90,000				(50,000)	(40,000)	(90,000)
8232701 2026 Comprehensive Zoning By-Law Update						50,000						50,000				(50,000)		(50,000)
8232601 Natural Heritage Systems Study							200,000					200,000				(200,000)		(200,000)
8232801 Growth Study Update/Comprehensive Review								100,000				100,000					(100,000)	(100,000)



**PROPOSED 2022-2031 CAPITAL PLAN
STUDIES**

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					TOTAL FUNDING (2022 to 2031)
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	
8232901 2029 Official Plan Review									250,000			250,000				(205,000)	(45,000)	(250,000)
8233002 2030 Future Growth Related Studies - Planning										50,000		50,000				(50,000)		(50,000)
8233101 2031 Comprehensive Zoning By-Law Update											50,000	50,000				(50,000)		(50,000)
8233102 2031 Future Growth Related Studies - Planning											50,000	50,000				(50,000)		(50,000)
Total Other Studies & Assessments		400,000	340,000	50,000	90,000	50,000	200,000	100,000	250,000	50,000	100,000	1,630,000				(1,076,000)	(554,000)	(1,630,000)
Total Planning		400,000	340,000	50,000	90,000	50,000	200,000	100,000	250,000	50,000	100,000	1,630,000				(1,076,000)	(554,000)	(1,630,000)
Economic Development																		
Other Studies & Assessments																		
8432302 2023 Economic Development Strategy Update			40,000									40,000				(40,000)		(40,000)
8432702 2027 Economic Development Strategy Update							50,000					50,000				(50,000)		(50,000)
8433102 2031 Economic Development Strategy Update											60,000	60,000				(60,000)		(60,000)
Total Other Studies & Assessments			40,000				50,000				60,000	150,000				(150,000)		(150,000)
Total Economic Development			40,000				50,000				60,000	150,000				(150,000)		(150,000)
Recreation																		
Other Studies & Assessments																		
7332221 Recreation Master Plan Update			154,000									154,000				(154,000)		(154,000)
Total Other Studies & Assessments			154,000									154,000				(154,000)		(154,000)
Total Recreation			154,000									154,000				(154,000)		(154,000)
Total Community Development		400,000	534,000	50,000	90,000	50,000	250,000	100,000	250,000	50,000	160,000	1,934,000				(1,380,000)	(554,000)	(1,934,000)
Total STUDIES		734,000	856,000	126,000	832,000	50,000	309,000	360,000	250,000	138,000	200,000	3,855,000			(708,000)	(1,944,000)	(1,203,000)	(3,855,000)

SECTION 3D:

PROPOSED 2022 – 2031

CAPITAL PLAN

REQUISITIONS FROM

BOARDS & AGENCIES



PROPOSED 2022-2031 CAPITAL PLAN
REQUISITIONS FROM BOARDS & AGENCIES

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
NORFOLK COUNTY PUBLIC LIBRARIES																		
Library Board																		
Material Replacement Program																		
9132201 2022 Library Materials		322,000										322,000			(297,000)		(25,000)	(322,000)
9132301 2023 Library Materials			329,000									329,000			(303,000)		(26,000)	(329,000)
9132401 2024 Library Materials				335,000								335,000			(309,000)		(26,000)	(335,000)
9132501 2025 Library Materials					342,000							342,000			(315,000)		(27,000)	(342,000)
9132603 2026 Library Materials						349,000						349,000			(322,000)		(27,000)	(349,000)
9132701 2027 Library Materials							356,000					356,000			(328,000)		(28,000)	(356,000)
9132801 2028 Library Materials								363,000				363,000			(335,000)		(28,000)	(363,000)
9132901 2029 Library Materials									370,000			370,000			(340,000)		(30,000)	(370,000)
9133001 2030 Library Materials										381,000		381,000			(351,000)		(30,000)	(381,000)
9133101 2031 Library Materials											388,000	388,000			(357,000)		(31,000)	(388,000)
Total Material Replacement Program		322,000	329,000	335,000	342,000	349,000	356,000	363,000	370,000	381,000	388,000	3,535,000			(3,257,000)		(278,000)	(3,535,000)
New & Enhanced Security Technology Program																		
9132202 2022 Security & Technology for Libraries		20,000										20,000			(20,000)			(20,000)
9132302 2023 Security & Technology for Libraries			20,000									20,000			(20,000)			(20,000)
9132402 2024 Security & Technology for Libraries				20,000								20,000			(20,000)			(20,000)
9132502 2025 Security & Technology for Libraries					25,000							25,000			(25,000)			(25,000)
9132602 2026 Security & Technology for Libraries						120,000						120,000			(120,000)			(120,000)
9132702 2027 Security & Technology for Libraries							25,000					25,000			(25,000)			(25,000)
9132802 2028 Security & Technology for Libraries								25,000				25,000			(25,000)			(25,000)
9132005 2029 Security & Technology for Libraries									20,000			20,000			(20,000)			(20,000)
9133002 2030 Security & Technology for Libraries										25,000		25,000			(25,000)			(25,000)
9133102 2031 Security & Technology for Libraries											25,000	25,000			(25,000)			(25,000)
Total New & Enhanced Security Technology Program		20,000	20,000	20,000	25,000	120,000	25,000	25,000	20,000	25,000	25,000	325,000			(325,000)			(325,000)
Other Replacements																		
9132003 Shelving Replacement - Simcoe Library		189,000										189,000	(139,000)		(50,000)			(189,000)
9132004 Flooring - Simcoe Library		60,000										60,000			(60,000)			(60,000)
9131706 Shelving Replacement - Port Rowan			95,000									95,000	(69,000)		(26,000)			(95,000)
9132203 Shelving Replacement - Waterford Library				95,000								95,000	(69,000)		(26,000)			(95,000)
9132204 Carpets - Waterford Library					30,000							30,000			(30,000)			(30,000)
Total Other Replacements		249,000	95,000	125,000								469,000	(277,000)		(192,000)			(469,000)
Other New Capital Initiatives																		
9131801 Courtyard Enclosure - Waterford Library				450,000								450,000		(155,000)	(45,000)		(250,000)	(450,000)
Total Other New Capital Initiatives				450,000								450,000		(155,000)	(45,000)		(250,000)	(450,000)



PROPOSED 2022-2031 CAPITAL PLAN
REQUISITIONS FROM BOARDS & AGENCIES

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
Total Library Board		591,000	444,000	930,000	367,000	469,000	381,000	388,000	390,000	406,000	413,000	4,779,000	(277,000)	(155,000)	(3,819,000)		(528,000)	(4,779,000)
Total NORFOLK COUNTY PUBLIC LIBRARIES		591,000	444,000	930,000	367,000	469,000	381,000	388,000	390,000	406,000	413,000	4,779,000	(277,000)	(155,000)	(3,819,000)		(528,000)	(4,779,000)
POLICE																		
Police Service Board																		
Other New Capital Initiatives																		
9432201 2023 Speed Watch Signs			48,000									48,000				(48,000)		(48,000)
9432301 2024 Speed Watch Signs				48,000								48,000				(48,000)		(48,000)
Total Other New Capital Initiatives			48,000	48,000								96,000				(96,000)		(96,000)
Total Police Service Board			48,000	48,000								96,000				(96,000)		(96,000)
Total POLICE			48,000	48,000								96,000				(96,000)		(96,000)
Total REQUISITIONS FROM BOARDS & AGENCIES		591,000	492,000	978,000	367,000	469,000	381,000	388,000	390,000	406,000	413,000	4,875,000	(277,000)	(155,000)	(3,819,000)	(96,000)	(528,000)	(4,875,000)

SECTION 4:

PROPOSED 2022 – 2031

CAPITAL PLAN

*CAPITAL RESERVES, RESERVE FUNDS
& DEVELOPMENT CHARGES*

NORFOLK COUNTY
2021-2031 FORECASTED RESERVE/RESERVE FUND BALANCES
Tax & RATE CAPITAL RESERVE FUNDS

	Audited Actuals	Approved Budget	Projected Fund Balances (Per 2022 Capital Plan)									
Reserve/Reserve Fund	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Tax Levy Capital Reserves/Reserve Funds												
Capital Fleet Equipment Pool Reserve	7,065,621	1,797,276	1,226,176	156,576	347,476	629,676	257,376	248,176	531,976	687,776	76,976	824,176
County Library Reserve	488,014	493,014	388,014	367,014	272,014	274,014	181,014	184,014	187,014	197,014	198,014	201,014
EMS Vehicle & Equip Reserve	102,855	369,084	307,984	230,684	44,284	(105,616)	(222,016)	151,084	655,184	731,984	450,684	383,484
Energy Conservation Reserve	113,050	90,050	82,050	74,050	66,050	58,050	50,050	42,050	34,050	26,050	18,050	10,050
Fire Vehicle & Equipment Reserve	254,932	1,290,778	2,308,478	(18,622)	(287,422)	127,078	(366,722)	(55,122)	663,678	537,678	561,078	12,778
General Building Reserve	6,515,158	5,533,699	5,594,699	2,965,299	1,733,399	2,587,799	2,037,399	2,508,099	2,992,799	2,592,399	3,673,799	4,986,999
General Capital Replacement Reserve	(3,805,617)	(3,756,721)	(3,439,721)	(2,755,721)	(1,805,721)	(1,154,721)	(316,121)	769,779	1,602,679	2,770,179	3,916,979	5,105,779
Office Automation Equipment Reserve	459,689	(82,425)	32,375	(47,725)	107,275	321,375	496,575	460,975	776,675	1,024,875	1,295,775	1,773,675
Port Dover Marina Reserve Fund	1,783,117	1,482,000	1,546,695	126,324	199,315	247,547	301,045	349,785	499,269	297,750	215,824	364,638
Port Rowan Marina Reserve Fund	(119,522)	(84,945)	(50,195)	(50,446)	(51,703)	(16,786)	3,230	3,246	3,262	3,278	3,295	3,311
Roadway Construction Reserve	(5,475,041)	(12,144,156)	(7,956,356)	(1,186,256)	(1,313,656)	(110,156)	1,615,644	2,607,144	6,883,744	11,636,244	13,203,244	16,182,244
Solid Waste Reserve Fund	(1,036,716)	(3,487,036)	(2,741,173)	(1,711,187)	(676,050)	364,262	919,839	1,494,775	2,089,672	2,705,130	3,341,856	4,000,459
Rate Capital Reserve Funds												
Water Capital Replacement Reserve Fund	16,207,276	11,589,564	13,388,474	9,120,560	9,813,839	527,766	1,641,467	354,527	1,834,855	4,161,262	5,253,713	6,040,651
Wastewater Capital Replacement Reserve Fund	14,475,857	2,911,618	7,344,960	7,388,563	8,105,859	7,353,455	9,725,050	12,863,285	15,785,057	20,836,144	26,206,691	30,643,196
TOTAL LEVY/RATE CAPITAL RESERVES	37,028,673	6,001,801	18,032,460	14,659,113	16,554,959	11,103,743	16,323,829	21,981,816	34,539,914	48,207,764	58,415,978	70,532,455
Other Capital Reserves/Reserve Funds												
Cemetery Marker Reserve Fund	118,775	131,428	144,146	156,926	169,771	182,680	195,653	208,691	221,795	234,964	248,199	261,500
Federal Gas Tax Obligatory Reserve Fund	11,609,713	7,573,677	2,233,118	1,077	280,426	324,996	216,025	291,428	166,209	18,253	171,058	70,362
Industrial Land Reserve	936,095	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386
Invest in Ontario Reserve	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596
OCIF Obligatory Reserve Fund	3,395,737	524,988	668	40,535	6,231	114,465	18,221	59,180	53,110	161,372	176,918	79,980
Parking Reserve Fund	84,478	84,900	0	0	0	0	0	0	0	0	0	0
Parkland Reserve Fund	421,230	277,612	284,025	271,375	277,757	284,170	290,616	297,094	303,605	246,833	253,092	259,383
Port Rowan Community Project Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0
Waterfront Purchase & Development Reserve Fund	61,880	41,719	41,928	42,138	42,348	42,560	42,773	42,987	43,202	43,418	43,635	43,853
TOTAL OTHER CAPITAL RESERVES	16,641,503	10,028,306	4,097,866	1,906,032	2,170,514	2,342,853	2,157,270	2,293,363	2,181,901	2,098,822	2,286,882	2,109,059
TOTAL CAPITAL RESERVES	53,670,176	16,030,107	22,130,326	16,565,145	18,725,473	13,446,597	18,481,099	24,275,179	36,721,815	50,306,586	60,702,860	72,641,514

Capital Fleet Equipment Pool Reserve
10-05-9954-2954

Approved Fund Purpose: To fund replacement of County vehicles and equipment contained within.

Current Funding Sources: Contributions from the Levy and Rate Supported Operating Budgets from charges generated from the operations of the County's internal equipment pool and these contributions be updated annually based on replacement costs and lifespan of equipment. Contributions increase annually by 2% and will be updated to be based on replacement costs and lifespan of equipment as per FS 17-26.

Comment: Due to poor fund balance, in 2022 it is recommended to increase the contributions by 4% for all years in forecast except 2024-2028 where the recommended increase is 6%.

Row Labels	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	7,792,111	7,065,621	1,797,276	1,226,176	156,576	347,476	629,676	257,376	248,176	531,976	687,776	76,976		
Sources														
Budget Contributions Recovery	1,432,700	1,501,800	1,561,900	1,624,400	1,721,900	1,825,200	1,934,700	2,050,800	2,173,800	2,260,800	2,351,200	2,445,200		
Uses														
Capital Commitments	0	(6,770,145)	(2,133,000)	(2,694,000)	(1,531,000)	(1,543,000)	(2,307,000)	(2,060,000)	(1,890,000)	(2,105,000)	(2,962,000)	(1,698,000)		
Capital Actuals	(2,159,191)													
Closing Balance	7,065,621	1,797,276	1,226,176	156,576	347,476	629,676	257,376	248,176	531,976	687,776	76,976	824,176		
Audited G/L Balance	<u>7,065,621</u>	<u>(0)</u>												

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

County Library Reserve
60-05-9967-2967

Approved Fund Purpose: To fund replacements, upgrades or expansion of equipment and facilities at the County's Libraries.

Current Funding Sources: Annual contributions to/from this reserve are from allocations in the operating budget and net annual operating results of the Norfolk County Public Library. Have assumed 2% annual increase on contributions.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)										
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	52,827	488,014	493,014	388,014	367,014	272,014	274,014	181,014	184,014	187,014	197,014	198,014	198,014
Sources													
Budget Contributions	310,000	316,000	322,000	328,000	335,000	342,000	349,000	356,000	363,000	370,000	377,000	385,000	
Recoveries													
Interfund Transfers													
Surplus/Deficit	450,375												
Deferred Debt Payments	4,500												
Uses													
Capital Commitments	-	(311,000)	(427,000)	(349,000)	(430,000)	(340,000)	(442,000)	(353,000)	(360,000)	(360,000)	(376,000)	(382,000)	
Levy Commitments													
Surplus/Deficit													
Capital Actuals	(329,688)												
Closing Balance	488,014	493,014	388,014	367,014	272,014	274,014	181,014	184,014	187,014	197,014	198,014	201,014	
Audited G/L Balance	488,014												
	<u>0</u>												

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

EMS Vehicle & Equipment Reserve
10-05-9965-2965

Approved Fund Purpose: To fund replacement of ambulance and EMS vehicles and equipment and for the replacement of equipment related to the operation of emergency services.

Current Funding Sources: Annual contributions are to be based on a calculation of depreciation for emergency services vehicles and equipment from the Levy Supported Operating Budget. Increase in contributions are to match annual amortization amounts (F.S. 17-26). Note: Starting in 2023, contributions were increased by \$80,000 above inflationary amounts due to vehicle cost increases experienced.

	Audited Actuals	Approved Budget	Projected Fund Balances (2022 Capital Plan)									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	(199,996)	102,855	369,084	307,984	230,684	44,284	(105,616)	(222,016)	151,084	655,184	731,984	450,684
Sources												
Levy Contributions	481,600	500,900	520,900	621,700	651,600	674,100	696,600	719,100	742,100	771,800	802,700	834,800
Proposed Debt	40,700											
Uses												
Capital Commitments		(234,670)	(582,000)	(699,000)	(838,000)	(824,000)	(813,000)	(346,000)	(238,000)	(695,000)	(1,084,000)	(902,000)
Capital Actuals	(219,450)											
Closing Balance	102,855	369,084	307,984	230,684	44,284	(105,616)	(222,016)	151,084	655,184	731,984	450,684	383,484
Audited G/L Balance	<u>102,855</u>											
	<u><u>0</u></u>											

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Energy Conservation Reserve
10-05-9959-2959**

Approved Fund Purpose: To fund expenditures related to energy conservation projects.

Current Funding Sources: AMO funding and rebates.

	Audited Actuals	Approved Budget	Projected Fund Balances (2022 Capital Plan)									
<i>Sum of Amount</i> <i>Row Labels</i>	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	127,789	113,050	90,050	82,050	74,050	66,050	58,050	50,050	42,050	34,050	26,050	18,050
Sources												
Levy Contribution - Energy Rebate	10,043	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000
Uses												
Capital Commitments	-	(15,000)	-	-	-	-	-	-	-	-	-	-
Levy Commitments	(24,782)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Capital Actuals												
Closing Balance	113,050	90,050	82,050	74,050	66,050	58,050	50,050	42,050	34,050	26,050	18,050	10,050
Audited G/L Balance	<u>113,050</u>											
	<u><u>0</u></u>											

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Fire Vehicle & Equipment Reserve
10-05-9943-2943

Approved Fund Purpose: Established by By-Law 2008-254, the purpose is to fund replacement of fire protection vehicles and equipment related to the operation of Fire Services. Changed to reserve as per FS 17-26.

Current Funding Sources: Annual contributions from the Levy Supported Operating Budget is to be based on a calculation of depreciation for fire vehicles and fire equipment. Note: Contributions increasing by 4% annually, except from 2025-2030 where a 5% increase has been applied to support the low reserve balance.

	Audited Actuals	Approved Budget	Projected Fund Balances (2022 Capital Plan)										
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	(666,227)	254,932	1,290,778	2,308,478	(18,622)	(287,422)	127,078	(366,722)	(55,122)	663,678	537,678	561,078	561,078
Sources													
Levy Contributions	1,053,000	1,231,400	1,280,700	1,331,900	1,385,200	1,454,500	1,527,200	1,603,600	1,683,800	1,768,000	1,856,400	1,930,700	1,930,700
Deferred Debt Payments	14,800												
Uses													
Capital Commitments	-	(195,554)	(263,000)	(3,659,000)	(1,654,000)	(1,040,000)	(2,021,000)	(1,292,000)	(965,000)	(1,894,000)	(1,833,000)	(2,479,000)	(2,479,000)
Capital Actuals	(146,640)												
Closing Balance	254,932	1,290,778	2,308,478	(18,622)	(287,422)	127,078	(366,722)	(55,122)	663,678	537,678	561,078	561,078	12,778
Audited G/L Balance	254,932												
	<u>0</u>												

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**General Building Reserve
10-05-9956-2956**

Approved Fund Purpose: To fund replacements, major upgrades and renovations to County occupied buildings.

Current Funding Source: Annual contributions from the Levy Supported Operating Budget which currently increase 2% annually in the forecast, but are to be reviewed on annual basis. Note: Increased 2022 contribution by 4%; remaining years assumed at 2% increase per year.

	Audited Actuals	Approved Budget	Projected Fund Balances (2022 Capital Plan)									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	1,825,466	6,515,158	5,533,699	5,594,699	2,965,299	1,733,399	2,587,799	2,037,399	2,508,099	2,992,799	2,592,399	3,673,799
Sources												
Levy Contributions	1,563,900	2,000,000	2,082,000	2,123,600	2,166,100	2,209,400	2,253,600	2,298,700	2,344,700	2,391,600	2,439,400	2,488,200
Deferred Debt Payments	227,000											
Surplus/Deficit	3,214,404											
Uses												
Capital Commitments	-	(2,981,459)	(2,021,000)	(4,753,000)	(3,398,000)	(1,355,000)	(2,804,000)	(1,828,000)	(1,860,000)	(2,792,000)	(1,358,000)	(1,175,000)
Capital Actuals	(315,612)											
Closing Balance	6,515,158	5,533,699	5,594,699	2,965,299	1,733,399	2,587,799	2,037,399	2,508,099	2,992,799	2,592,399	3,673,799	4,986,999
Audited G/L Balance	<u>6,515,158</u>											
	<u><u>(0)</u></u>											

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

General Capital Replacement Reserve
10-05-9953-2953

Approved Fund Purpose: To fund replacement of general capital equipment.

Current Funding Sources: Annual contributions from the Levy Supported Operating Budget. A contribution of \$250,000 be allocated from the Levy Supported Operating Budget and incrementally increased \$250,000 for the following 5 years in order to fund major items of capital equipment acquisitions where no other capital replacement reserves exist. Note: Contributions increased 2% annually after 2024.

	Audited Actuals	Approved Budget	Projected Fund Balances (2022 Capital Plan)									
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Opening Balance	(4,245,440)	(3,805,617)	(3,756,721)	(3,424,721)	(2,740,721)	(1,790,721)	(1,139,721)	(301,121)	784,779	1,617,679	2,785,179	3,931,979
Sources												
Budget Contributions	500,000	850,000	1,100,000	1,350,000	1,600,000	1,632,000	1,664,600	1,697,900	1,731,900	1,766,500	1,801,800	1,837,800
Deferred Debt Payments	167,200											
Budget Contributions - Police		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Uses												
Capital Commitments	-	(806,104)	(773,000)	(671,000)	(655,000)	(986,000)	(831,000)	(617,000)	(904,000)	(604,000)	(660,000)	(654,000)
Capital Actuals	(227,376)											
Closing Balance	(3,805,617)	(3,756,721)	(3,424,721)	(2,740,721)	(1,790,721)	(1,139,721)	(301,121)	784,779	1,617,679	2,785,179	3,931,979	5,120,779

Audited G/L Balance (3,805,617)
 0

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Office Automation Equipment Reserve
10-05-9955-2955

Approved Fund Purpose: To fund the replacement of information technology equipment, telephones and related equipment.

Current Funding Sources: Annual contributions from the Levy Supported Operating Budget. The contributions should be reviewed annually based upon current inventory and replacement costs.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)									
	Actuals	Budget	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	484,210	459,689	(82,425)	32,375	(47,725)	107,275	321,375	496,575	460,975	776,675	1,024,875	1,295,775
Sources												
Levy Contributions	379,600	579,600	602,800	626,900	652,000	678,100	705,200	733,400	762,700	793,200	824,900	857,900
Uses												
Capital Commitments	-	(1,121,714)	(488,000)	(707,000)	(497,000)	(464,000)	(530,000)	(769,000)	(447,000)	(545,000)	(554,000)	(380,000)
Capital Actuals	(404,121)											
Closing Balance	459,689	(82,425)	32,375	(47,725)	107,275	321,375	496,575	460,975	776,675	1,024,875	1,295,775	1,773,675
Audited G/L Balance	<u>459,689</u>											
	<u><u>0</u></u>											

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Port Dover Marina Reserve Fund
10-05-9939-2939**

Approved Fund Purpose: Established by By-Law 2008-254, the purpose is to fund replacements or acquisitions of infrastructure and facilities at the Port Dover Harbour Marina.

Current Funding Sources: Annual Council approved contributions from the Levy Supported Operating Budget and interest on fund balances.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	1,757,574	1,783,117	1,482,000	1,546,695	126,324	199,315	247,547	301,045	349,785	499,269	297,750	215,824		
Sources														
Levy Contributions	147,000	147,000	147,000	147,000	147,000	147,000	147,000	147,000	147,000	147,000	147,000	147,000	147,000	147,000
Interest Earned	5,361	7,373	7,695	628	992	1,232	1,498	1,740	2,484	1,481	1,074	1,814		
Capital Contribution														
Proposed Debt	50,100													
Uses														
Capital Commitments	-	(455,490)	(90,000)	(1,568,000)	(75,000)	(100,000)	(95,000)	(100,000)	-	(350,000)	(230,000)	-	-	-
Interest Charged	(1,210)	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Actuals	(175,707)													
Closing Balance	1,783,117	1,482,000	1,546,695	126,324	199,315	247,547	301,045	349,785	499,269	297,750	215,824	364,638		
Audited G/L Balance	<u>1,783,117</u>													
	<u><u>0</u></u>													

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Port Rowan Marina Reserve Fund
10-05-9935-2935**

Approved Fund Purpose: Established by By-Law 2008-254, the purpose is to fund replacements or acquisitions of infrastructure and facilities at the Port Rowan Harbour Marina.

Current Funding Sources: Annual contributions from the Levy Supported Operating Budget based on marina operations and interest on fund balances. An annual contribution of \$35,000 from the tax levy until own revenues support the Port Rowan Marina operations.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)										
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	(152,759)	(119,522)	(84,945)	(50,195)	(50,446)	(51,703)	(16,786)	3,230	3,246	3,262	3,278	3,295	3,295
Sources													
Levy Contributions	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000					
Interest Earned	-	-	-	-	-	-	16	16	16	16	16	16	16
Uses													
Capital Commitments	-	-	-	(35,000)	(36,000)	-	(15,000)	-	-	-	-	-	-
Interest Charged	(1,763)	(423)	(250)	(251)	(257)	(84)	-	-	-	-	-	-	-
Closing Balance	(119,522)	(84,945)	(50,195)	(50,446)	(51,703)	(16,786)	3,230	3,246	3,262	3,278	3,295	3,295	3,311
Audited G/L Balance	(119,522)												
	<u>0</u>												

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Roadway Construction Reserve
10-05-9961-2961

Approved Fund Purpose: To fund replacements and major upgrades of roads and roadway related infrastructure.

Current Funding Sources: Annual contributions from the Levy Supported Operating Budget. FS 17-26 increases contribution from 2% to 7% and \$2 million from the interest from the Legacy Fund. For 2022 Budget, contribution increase limited to 3.9% to reduce levy impact; for 2023-2024 increased from 7% to 10% growth per year for 2 years, then reducing to 7% growth per year ongoing (to be reviewed annually).

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)										
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	(14,165,196)	(5,475,041)	(12,144,156)	(7,956,356)	(1,186,256)	(1,313,656)	(110,156)	1,615,644	2,607,144	6,883,744	11,636,244	13,203,244	
Sources													
Budget Contributions	8,128,000	8,940,900	9,287,700	10,216,500	11,238,100	12,024,800	12,866,500	13,767,200	14,730,900	15,762,100	16,865,500	18,046,000	
Other Contributions (T/F Legacy)	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	2,000,000	2,000,000	
Interfund Transfers (from rate)		857,000	874,100	891,600	909,500	927,700	946,300	965,300	984,700	1,004,400	1,024,500	1,045,000	
Deferred Debt Payments	1,271,200												
Uses													
Capital Commitments	-	(18,467,015)	(7,974,000)	(6,338,000)	(14,275,000)	(13,749,000)	(14,087,000)	(15,741,000)	(13,439,000)	(14,014,000)	(18,323,000)	(18,112,000)	
Levy Commitments	(84,210)												
Capital Actuals	(2,624,836)												
Closing Balance	(5,475,041)	(12,144,156)	(7,956,356)	(1,186,256)	(1,313,656)	(110,156)	1,615,644	2,607,144	6,883,744	11,636,244	13,203,244	16,182,244	
Audited G/L Balance	(5,475,041)												
	<u>0</u>												

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Solid Waste Reserve Fund
10-05-9944-2944**

Approved Fund Purpose: Established by By-Law 2008-254, the purpose is to fund improvements, replacements and upgrades of Waste Management System facilities and equipment, including studies, purchases, closures, etc. and to offset extraordinary costs associated with solid waste services (FS 17-26).

Current Funding Sources: Annual contributions from the Levy Supported Operating Budget and interest on fund balances. Contributions are to be reviewed annually as per F.S. 17-26.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)										
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	(1,653,401)	(1,036,716)	(3,487,036)	(2,741,173)	(1,711,187)	(676,050)	364,262	919,839	1,494,775	2,089,672	2,705,130	3,341,856	
Sources													
Budget Contributions	789,600	1,038,500	1,038,500	1,038,500	1,038,500	1,038,500	551,000	567,500	584,500	602,000	620,100	638,700	
Interest Earned	7,347	3,721	-	-	-	1,812	4,576	7,437	10,396	13,458	16,626	19,903	
Uses													
Capital Commitments	-	(3,475,192)	(279,000)	-	-	-	-	-	-	-	-	-	-
Interest Charged	(17,507)	(17,348)	(13,638)	(8,513)	(3,363)	-	-	-	-	-	-	-	-
Levy Commitments	(100,000)												
Capital Actuals	(62,755)												
Closing Balance	(1,036,716)	(3,487,036)	(2,741,173)	(1,711,187)	(676,050)	364,262	919,839	1,494,775	2,089,672	2,705,130	3,341,856	4,000,459	
Audited G/L Balance	<u><u>(1,036,716)</u></u>												
	<u><u>0</u></u>												

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Water Capital Replacement Reserve Fund
10-05-9933-2933**

Approved Fund Purpose: Established by By-Law 2008-254, the purpose is to fund improvements, upgrades, or replacement of water infrastructure and equipment, including water supply, treatment, storage and transmission.

Current Funding Sources: Annual contributions are based on the 2020 Rate Study, which supports moving to Average Annual Lifecycle Costing over 10 years; as well the net operating surplus/deficit within Water Operations and net interest are contributed to this reserve.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	17,616,505	16,207,276	11,589,564	13,388,474	9,120,560	9,813,839	527,766	1,641,467	354,527	1,834,855	4,161,262	5,253,713		
Sources														
Rate Contributions (incl def. debt)	3,187,200	4,527,502	4,468,700	2,796,610	3,167,254	3,963,302	4,688,034	4,848,596	5,014,600	5,914,404	6,470,413	6,725,586		
Interest Earned	56,125	57,660	66,609	45,376	48,825	2,626	8,167	1,764	9,129	20,703	26,138	30,053		
Surplus/Deficit	1,161,090													
Special Capital Charge		118,900	249,600	262,100	275,200	289,000	303,500	318,700	334,600	351,300	368,900	387,300		
Proposed Debt	890,400													
Uses														
Capital Commitments	-	(8,866,773)	(2,522,000)	(6,899,000)	(2,316,000)	(13,049,000)	(3,384,000)	(5,944,000)	(3,356,000)	(3,428,000)	(5,230,000)	(5,802,000)		
Interest Charged	(11,986)	-	-	-	-	-	-	-	-	-	-	-		
Interfund Transfers		(455,000)	(464,000)	(473,000)	(482,000)	(492,000)	(502,000)	(512,000)	(522,000)	(532,000)	(543,000)	(554,000)		
Rate Commitments	(98,933)													
Capital Actuals	(6,593,125)													
Closing Balance	16,207,276	11,589,564	13,388,474	9,120,560	9,813,839	527,766	1,641,467	354,527	1,834,855	4,161,262	5,253,713	6,040,651		
Audited G/L Balance	<u>16,207,276</u>													
	<u>0</u>													

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Wastewater Capital Replacement Reserve Fund
10-05-9932-2932**

Approved Fund Purpose: Established by By-Law 2008-254, the purpose is to fund improvements, upgrades, or replacement of wastewater infrastructure and services, including collection, pumping, treatment and disposal.

Current Funding Sources: Annual contributions are based on the 2020 Rate Study, which supports moving to Average Annual Lifecycle Costing over 10 years; as well the net operating surplus/deficit within Wastewater Operations and net interest are contributed to this reserve.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)										
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	12,235,056	14,475,857	2,911,618	7,344,960	7,388,563	8,105,859	7,353,455	9,725,050	12,799,288	15,785,057	20,836,144	26,206,691	26,206,691
Sources													
Rate Contributions (incl def debt)	3,446,600	5,043,394	5,296,600	3,009,644	3,582,068	4,153,712	4,880,712	5,649,738	6,473,836	7,353,225	7,908,265	8,220,452	8,220,452
Interest Earned	39,495	13,822	36,542	36,759	40,328	36,584	48,383	63,996	78,533	103,662	130,382	152,454	152,454
Surplus/(Deficit)	562,857												
Special Capital Charge		133,400	280,200	294,200	308,900	324,300	340,500	357,500	375,400	394,200	413,900	434,600	434,600
Proposed Debt	1,110,700												
Uses													
Capital Commitments	-	(16,352,855)	(770,000)	(2,879,000)	(2,788,000)	(4,832,000)	(2,454,000)	(2,480,000)	(3,480,000)	(2,329,000)	(2,602,000)	(3,881,000)	(3,881,000)
Interest Charged	(9,020)	-	-	-	-	-	-	-	-	-	-	-	-
Interfund Transfers		(402,000)	(410,000)	(418,000)	(426,000)	(435,000)	(444,000)	(453,000)	(462,000)	(471,000)	(480,000)	(490,000)	(490,000)
Capital Actuals	(2,821,453)												
Rate Commitments	(88,378)												
Closing Balance	14,475,857	2,911,618	7,344,960	7,388,563	8,105,859	7,353,455	9,725,050	12,863,285	15,785,057	20,836,144	26,206,691	30,643,196	30,643,196
Audited G/L Balance	<u>14,475,857</u>												
	<u>0</u>												

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Cemetery Marker Reserve Fund
10-05-9937-2937

Approved Fund Purpose: To provide funds for care and maintenance of Cemetery Markers.

Current Funding Sources: Fee charged as set out in the Cemetery Fee Schedule.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)										
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	106,313	118,775	131,428	144,146	156,926	169,771	182,680	195,653	208,691	221,795	234,964	248,199	261,500
Sources													
Marker Contribution	12,200	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Interest Earned	339	654	717	781	845	909	973	1,038	1,103	1,169	1,235	1,301	
Uses													
Capital Commitments													
Capital Actuals													
Interest Charged		(77)											
Closing Balance	118,775	131,428	144,146	156,926	169,771	182,680	195,653	208,691	221,795	234,964	248,199	261,500	
Audited G/L Balance	<u>118,775</u>												
	<u><u>0</u></u>												

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Federal Gas Tax Obligatory Reserve Fund
10-03-9920-2920**

Approved Fund Purpose: Established by By-Law 2017-87, the purpose is to provide funding for investments in infrastructure replacements, upgrades and capacity building projects in accordance with the funding parameters set out in the funding agreement.

Current Funding Sources: Annual contributions from the Federal Government and interest on fund balances.

	Audited Actuals	Approved Budget	Projected Fund Balances (2022 Capital Plan)									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	15,014,284	11,609,713	7,573,677	2,233,118	1,077	280,426	324,996	216,025	291,428	166,209	18,253	171,058
Sources												
Ministry Contributions	3,885,708	7,967,564	4,062,331	4,238,954	4,238,954	4,238,954	4,238,954	4,238,954	4,238,954	4,238,954	4,238,954	4,238,954
Interest Earned	47,847	37,680	11,110	5	1,395	1,617	1,075	1,450	827	91	851	350
Recovery												
Uses												
Capital Commitments	0	(12,041,279)	(9,414,000)	(6,471,000)	(3,961,000)	(4,196,000)	(4,349,000)	(4,165,000)	(4,365,000)	(4,387,000)	(4,087,000)	(4,340,000)
Interest Charged	0	0	0	0	0	0	0	0	0	0	0	0
Capital Actuals	(7,338,125)											
Closing Balance	11,609,713	7,573,677	2,233,118	1,077	280,426	324,996	216,025	291,428	166,209	18,253	171,058	70,362
Audited G/L Balance	<u>11,609,713</u>											
	<u>0</u>											

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Industrial Land Reserve
10-05-9971-2971**

Approved Fund Purpose: To fund the purchase and development of industrial land and/or the expansion of services to industrial land for resale.

Current Funding Sources: Revenue from the sale of industrial land.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	953,321	936,095	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386
Source														
Levy Contributions														
Other Contributions														
Interfund Transfer														
One-Time Sale of Land		683,918												
Uses														
Capital Commitments		(239,627)												
Levy Commitments														
Capital Actuals	(17,226)													
Closing Balance	936,095	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386	1,380,386
Audited G/L Balance	936,095													
	<u>(0)</u>													

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Invest in Ontario Reserve
10-05-9957-2957

Approved Fund Purpose: To fund infrastructure capital projects/needs.

Current Funding Sources: One time provincial funding under the Investing in Ontario Act.

Comment: The Invest in Ontario Reserve be closed once the projects have been completed as per FS 17-26.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	77,617	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596
Source														
Recoveries														
Uses														
Capital Actuals	(64,021)													
Capital Commitments	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Drainage Commitments														
Levy Commitments														
(blank)														
Closing Balance	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596	13,596

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**OCIF Obligatory Reserve Fund
10-03-9926-2926**

Approved Fund Purpose: To provide funding for infrastructure replacements and upgrades in accordance with the funding parameters set out in the funding agreement and any funding not allocated over the ten year capital plan be allocated roads infrastructure projects. FS 17-26.

Current Funding Sources: Annual contributions from the Provincial Government and interest on fund balances. Since formal confirmation on OCIF funding has not been provided by the Province, future contributions have been reduced in half. If full funding allocations are confirmed, staff will advise Council on recommended allocations at that time.

Comment: Funds are not to be used for growth-related expansion projects.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)										
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	2,281,475	3,395,737	524,988	668	40,535	6,231	114,465	18,221	59,180	53,110	161,372	176,918	176,918
Sources													
Interest Earned	7,061	2,612	15	202	31	569	91	294	264	1,598	880	398	
OCIF Grant	2,557,331	2,557,331	1,278,665	1,278,665	1,278,665	1,278,665	1,278,665	1,278,665	1,278,665	1,278,665	1,278,665	1,278,665	1,278,665
Uses													
Interest Charged	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Commitments	0	(5,430,692)	(1,803,000)	(1,239,000)	(1,313,000)	(1,171,000)	(1,375,000)	(1,238,000)	(1,285,000)	(1,172,000)	(1,264,000)	(1,376,000)	(1,376,000)
Capital Actuals	(1,445,130)												
Operating Commitments	(5,000)	0	0										
Closing Balance	3,395,737.16	524,988	668	40,535	6,231	114,465	18,221	59,180	53,110	161,372	176,918	176,918	79,980
Audited G/L Balance	<u>3,395,737</u>												
	<u>0</u>												

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Parking Reserve Fund
10-03-9922-2922

Approved Fund Purpose: Established by By-Law 2008-254, the purpose is to provide funds for the development of parking facilities and services within the community.

Current Funding Sources: Cash in Lieu of Parking and interest on fund balances.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	84,268	84,478	84,900	0	0	0	0	0	0	0	0	0	0	0
Sources														
Developer Contributions														
Interest Earned	269	422												
Uses														
Interest Charged	(59)													
Capital Commitments			(84,900)											
Closing Balance	84,478	84,900	0	0	0	0	0	0	0	0	0	0	0	0
Audited G/L Balance	84,478													
	<u>0</u>													

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Parkland Reserve Fund
10-03-9921-2921**

Approved Fund Purpose: Established by By-Law 2008-254, the purpose is to fund the development of parks through the purchase of new land and/or the purchase of equipment, studies and other infrastructure necessary to develop new or existing recreational areas. Other contributions use to be determined.

Current Funding Sources: Developer Contributions: Cash in lieu of parkland (sub-division agreement) and interest on fund balances. Other contributions from lease of land.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	346,915	421,230	277,612	284,025	271,375	277,757	284,170	290,616	297,094	303,605	246,833	253,092		
Sources														
Developer Contributions	120,075	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Interest Earned	1,123	1,381	1,413	1,350	1,382	1,414	1,446	1,478	1,510	1,228	1,259	1,290		
Uses														
Capital Commitments	-	(150,000)	-	(19,000)	-	-	-	-	-	(63,000)	-	-	-	-
Interest Charged	(289)	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Actuals	(46,593)													
Other														
Closing Balance	421,230	277,612	284,025	271,375	277,757	284,170	290,616	297,094	303,605	246,833	253,092	259,383		

Audited G/L Balance	421,231
	<u>0</u>

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Developer contributions represent the current available posted amount.

Future developer contributions are based on a conservative estimate as subdivision agreements are highly variable

**Port Rowan Community Project Reserve Fund
10-05-9936-2936**

Approved Fund Purpose: For future funding of new community projects in Port Rowan. (Originally established by By-Law 2008-254, the purpose changed as per CIC Feb.17/15)

Current Funding Sources: Donations and interest on fund balances.

	Audited Actuals	Approved Budget	Projected Fund Balances (2022 Capital Plan)										
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	44,277	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Sources													
Interest Earned	141	-	-	-	-	-	-	-	-	-	-	-	-
Uses													
Capital Commitments													
Interest Charged													
Capital Actuals	(44,418)												
Closing Balance	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Audited G/L Balance	0.00												
	<u>(0)</u>												

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Waterfront Purchase & Development Reserve Fund
10-05-9938-2938**

Approved Fund Purpose: To purchase Lake Erie shoreline property specifically for the ongoing enjoyment of Norfolk Citizens and visitors to Norfolk County. By-Law 2017-87.

Current Funding Sources: Public and private funds and interest on fund balances.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)										
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	61,726	61,880	41,719	41,928	42,138	42,348	42,560	42,773	42,987	43,202	43,418	43,635	43,853
Sources													
Interest Earned	197	208	209	210	211	212	213	214	215	216	217	218	218
Uses													
Interest Charged	(43)	-	-	-	-	-	-	-	-	-	-	-	-
Capital Commitments		(20,368)											
Closing Balance	61,880	41,719	41,928	42,138	42,348	42,560	42,773	42,987	43,202	43,418	43,635	43,853	43,853
Audited G/L Balance	61,880												
	<u>0</u>												

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

NORFOLK COUNTY
2021-2031 FORECASTED RESERVE/RESERVE FUND BALANCES
DEVELOPMENT CHARGE RESERVE FUNDS

Reserve/Reserve Fund	Audited	Approved	Projected Fund Balances (Per 2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Tax Levy Development Charge Reserve Funds														
Ambulance Development Charge Obligatory Reserve Fund	94,162	52,537	76,015	78,204	(19,492)	5,736	31,794	58,887	86,618	114,990	144,107	173,824		
Fire Protection Development Charge Obl. Reserve Fund	1,404,930	1,487,932	1,613,962	1,736,099	1,648,501	501,998	523,402	1,208	5,737	(638,138)	(495,503)	(350,678)		
Gen Gov't Development Charge Obligatory Reserve Fund	215,579	(267,504)	(547,427)	(610,163)	(596,330)	(694,485)	(680,068)	(665,152)	(749,660)	(758,992)	(821,168)	(804,055)		
Library Development Charge Obligatory Reserve Fund	(226,486)	(189,307)	(147,923)	(103,216)	(305,315)	(253,757)	(197,520)	(137,283)	(71,920)	(3,316)	140,985	290,229		
Marina Development Charge Obligatory Reserve Fund	457,215	461,787	466,405	471,069	0	0	0	0	0	0	0	0		
Parking Development Charge Obligatory Reserve Fund	404,018	431,264	459,450	488,480	518,459	549,493	581,486	614,544	648,671	683,873	720,257	757,827		
Parks & Recreation Development Charge Obl. Reserve Fun	2,561,946	2,597,067	2,850,850	2,822,191	494,853	778,024	1,071,052	1,374,189	1,687,786	1,957,927	2,293,136	2,350,329		
Roads & Related Development Charge Obl. Reserve Fund	1,977,609	1,428,114	1,061,395	816,256	494,516	(369,120)	(804,121)	(1,078,487)	(1,536,732)	(1,911,140)	(2,254,155)	(2,438,688)		
Total Development Charge Reserve Funds	6,888,974	6,001,891	5,832,727	5,698,921	2,235,192	517,889	526,026	167,908	70,499	(554,796)	(272,342)	(21,212)		
Tax Levy Post Development Charge Reserve Funds														
Ambulance Post Development Charge Reserve Fund	0	0	(0)	(0)	0	(68,642)	(137,626)	(206,956)	(276,632)	(346,657)	(417,032)	(487,758)		
Library Post Development Charge Reserve Fund	0	0	0	0	0	(18,593)	(37,278)	(56,057)	(74,930)	(93,897)	(112,959)	(132,116)		
Marina Post Development Charge Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0		
Parks & Recreation Post Development Charge Reserve Fur	0	0	0	0	0	(244,617)	(490,457)	(737,526)	(985,831)	(1,235,377)	(1,486,171)	(1,738,219)		
Roads & Related Post Development Charge Reserve Fund	0	0	0	0	0	0	(66,029)	(132,387)	(199,078)	(266,101)	(333,460)	(401,156)		
Total Post Development Charge Reserve Funds	0	0	(0)	(0)	0	(331,851)	(731,390)	(1,132,926)	(1,536,470)	(1,942,032)	(2,349,622)	(2,759,249)		
Rate Development Charge Reserve Funds														
Water Development Charge Reserve Fund	3,261,708	3,293,383	4,185,564	4,262,026	1,014,281	(4,626,466)	(5,378,895)	(6,332,179)	(8,140,681)	(9,942,746)	(12,185,025)	(14,404,757)		
Wastewater Development Charge Reserve Fund	(420,098)	(813,888)	(943,325)	(1,054,460)	(1,209,774)	(2,124,662)	(2,169,525)	(2,205,137)	(2,254,937)	(2,286,335)	(2,272,310)	(3,010,320)		
	2,841,610	2,479,495	3,242,238	3,207,567	(195,492)	(6,751,128)	(7,548,420)	(8,537,316)	(10,395,618)	(12,229,081)	(14,457,335)	(17,415,077)		
Rate Post Development Charge Reserve Funds														
Water Post Development Charge Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0		
Wastewater Post Development Charge Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	0		
	0	0	0	0	0	0	0	0	0	0	0	0		
TOTAL DEVELOPMENT CHARGE RESERVE FUND BALANCE	9,730,584	8,481,386	9,074,965	8,906,487	2,039,700	(6,565,090)	(7,753,783)	(9,502,334)	(11,861,589)	(14,725,909)	(17,079,299)	(20,195,539)		

**Ambulance Development Charge Obligatory Reserve Fund
10-03-9908-2908**

Approved Fund Purpose: Established by By-Law 2017-87 (formerly By-Law 2008-254), the purpose is to provide funds for growth related capital projects for new or expanded ambulance and EMS facilities and services.

Current Funding Sources: Development charges collected under Development Charges Act & By-Law 2019-100 and interest on fund balances.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)										
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	24,476	94,162	52,537	76,015	78,204	(19,492)	5,736	31,794	58,887	86,618	114,990	144,107	144,107
Sources													
Interest Earned	88	261	378	389	0	29	158	293	431	572	717	717	717
Developer Contributions	32,200	22,400	23,100	23,800	24,400	25,200	25,900	26,800	27,300	27,800	28,400	29,000	29,000
Exempt Developer Contributions	37,429												
Uses													
Capital Commitments		(64,286)	-	(22,000)	(122,000)	-	-	-	-	-	-	-	-
Interest Charged	(31)	-	-	-	(97)	-	-	-	-	-	-	-	-
Closing Balance	94,162	52,537	76,015	78,204	(19,492)	5,736	31,794	58,887	86,618	114,990	144,107	173,824	173,824

Audited G/L Balance	94,162
	<u>0</u>

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Fire Protection Development Charge Obligatory Reserve Fund
10-03-9907-2907

Approved Fund Purpose: Established by By-Law 2017-87 (formerly By-Law 2008-254), the purpose is to provide funds for growth related capital projects for new or expanded fire protection facilities and services.

Current Funding Sources: Development charges collected under Development Charges Act & By-Law 2019-100 and interest on fund balances.

	Audited Actuals	Approved Budget	Projected Fund Balances (2022 Capital Plan)									
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Opening Balance	1,041,921	1,404,930	1,487,932	1,613,962	1,736,099	1,648,501	501,998	523,402	1,208	5,737	(638,138)	(495,503)
Sources												
Developer Contributions	163,110	114,600	118,000	121,500	125,200	129,000	132,800	136,800	139,500	142,300	145,100	148,000
Interest Earned	3,374	7,403	8,030	8,637	8,201	2,498	2,604	6	29	-	-	-
Recovery												
Exempt Developer Contributions	197,327											
Uses												
Capital Commitments		(39,000)	-	(8,000)	(221,000)	(1,278,000)	(114,000)	(659,000)	(135,000)	(783,000)	-	-
Interest Charged	(801)	-	-	-	-	-	-	-	-	(3,175)	(2,465)	(3,175)
Capital Actuals												
Closing Balance	1,404,930	1,487,932	1,613,962	1,736,099	1,648,501	501,998	523,402	1,208	5,737	(638,138)	(495,503)	(350,678)
Audited G/L Balance	<u>1,404,930</u>											
	<u><u>-0</u></u>											

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**General Government Development Charge Obligatory Reserve Fund
10-03-9901-2901**

Approved Fund Purpose: Established by By-Law 2017-87 (formerly By-Law 2008-254), the purpose is to provide funds for growth related capital projects for new or expanded general government facilities and services.

Current Funding Sources: Development charges collected under Development Charges Act & By-Law 2019-100 and interest on fund balances.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	191,868	215,579			(267,504)	(547,427)	(610,163)	(596,330)	(694,485)	(680,068)	(665,152)	(749,660)	(758,992)	(821,168)
Sources														
Developer Contributions	21,736	15,300		15,800	16,300	16,800	17,300	17,800	18,300	18,800	39,400	20,600	21,200	
Interest Earned	611	1,075												
Exempt Developer Contributions	26,391													
Uses														
Capital Commitments		(466,847)		(293,000)	(76,000)	(112,000)				(100,000)	(45,000)	(79,000)		
Interest Charged	(130)	(611)		(2,724)	(3,036)	(2,967)	(3,455)	(3,383)	(3,383)	(3,309)	(3,732)	(3,776)	(4,087)	
Levy Commitments		(32,000)												
Capital Actuals	(24,896)													
Closing Balance	215,579	(267,504)	(547,427)	(610,163)	(596,330)	(694,485)	(680,068)	(665,152)	(749,660)	(758,992)	(821,168)	(804,055)		
Audited G/L Balance	<u>215,579</u>	<u>-0</u>												

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Library Development Charge Obligatory Reserve Fund
10-03-9906-2906**

Approved Fund Purpose: Established by By-Law 2017-87 (formerly By-Law 2008-254), the purpose is to provide funds for growth related library capital projects for new or expanded library facilities and services.

Current Funding Sources: Development charges collected under Development Charges Act & By-Law 2019-100 and interest on fund balances.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	(361,507)	(226,486)	(189,307)	(147,923)	(103,216)	(305,315)	(253,757)	(197,520)	(137,283)	(71,920)	(3,316)	140,985		
Sources														
Developer Contributions	223,855	133,000	137,000	141,100	145,300	149,700	154,100	158,800	163,600	168,500	173,600	178,800		
Interest Earned	-	-	-	-	-	-	-	-	-	-	701	1,444		
Exempt Developer Contributions	7,900													
Uses														
Capital Commitments		(25,000)	(25,000)	(26,000)	(276,000)	(27,000)	(27,000)	(28,000)	(28,000)	(30,000)	(30,000)	(31,000)		
Interest Charged	(3,595)	(942)	(736)	(514)	(1,519)	(1,262)	(983)	(683)	(358)	(16)	-	-		
Capital Actuals														
Interfund Transfer - DC to Post DC	(23,259)													
Debt Principle Payments	(54,689)	(56,082)	(57,510)	(58,974)	(60,475)	(62,015)	(6,286)	(4,667)	(3,007)	(1,304)				
Debt Interest Payments	(15,190)	(13,798)	(12,370)	(10,906)	(9,405)	(7,865)	(63,594)	(65,213)	(66,873)	(68,576)				
Closing Balance	(226,486)	(189,307)	(147,923)	(103,216)	(305,315)	(253,757)	(197,520)	(137,283)	(71,920)	(3,316)	140,985	290,229		

Audited G/L Balance

<u>(226,486)</u>
<u>0</u>

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Marina Development Charge Reserve Fund
10-03-9910-2910**

Approved Fund Purpose: To fund growth related capital projects for new or expanded marina facilities and services.

Current Funding Sources: Development charges collected under Development Charges Act and interest on fund balances.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	457,304	457,215	461,787		466,405	471,069	0	0	0	0	0	0	0	0
Sources														
Developer Contributions	(1,239)													
Interest Earned	1,474	4,572	4,618		4,664									
Uses														
Interest Charged	(324)													
PD Capital Commitments						(471,069)								
PD Capital Actuals														
Grand Total	457,215	461,787	466,405		471,069	0	0	0	0	0	0	0	0	0
Audited G/L Balance	<u>457,215</u>													
	<u><u>0</u></u>													

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

NOTE: Due to changes made in By-law 2019-100, developer contributions are no longer collected for Marinas. Existing funds are being used for growth-related projects until depleted.

**Parking Development Charge Reserve Fund
10-03-9909-2909**

Approved Fund Purpose: To fund growth related capital projects for new or expanded parking facilities and services.

Current Funding Sources: Development charges collected under Development Charges Act & By-Law 2019-100 and interest on fund balances.

	Audited Actuals	Approved Budget	Projected Fund Balances (2022 Capital Plan)									
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Opening Balance	325,357	404,018	431,264	459,450	488,480	518,459	549,493	581,486	614,544	648,671	683,873	720,257
Sources												
Developer Contributions	36,019	25,100	25,900	26,600	27,400	28,300	29,100	30,000	30,900	31,800	32,800	33,800
Interest Earned	1,047	2,146	2,286	2,430	2,579	2,734	2,893	3,057	3,227	3,402	3,583	3,770
Exempt Developer Contributions	41,839											
Uses												
Capital Commitments												
Interest Charged	(244)	-	-	-	-	-	-	-	-	-	-	-
Capital Actuals												
Closing Balance	404,018	431,264	459,450	488,480	518,459	549,493	581,486	614,544	648,671	683,873	720,257	757,827
Audited G/L Balance	<u>404,018</u>											
	<u><u>0</u></u>											

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Parks & Recreation Development Charge Reserve Fund
10-03-9905-2905**

Approved Fund Purpose: Established by By-Law 2008-254, the purpose is to fund growth related parks & recreation capital projects for new or expanded parks & recreation facilities and services.

Current Funding Sources: Development charges collected under Development Charges Act & By-Law 2019-100 and interest on fund balances.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)										
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	2,125,933	2,561,946	2,597,067	2,850,850	2,822,191	494,853	778,024	1,071,052	1,374,189	1,687,786	1,957,927	2,293,136	2,293,136
Sources													
Developer Contributions	416,058	248,200	255,600	263,300	271,200	279,300	287,700	296,300	305,200	314,400	323,800	333,500	333,500
Interest Earned	6,901	12,921	14,183	14,041	2,462	3,871	5,329	6,837	8,397	9,741	11,409	11,693	11,693
Recovery													
Exempt Developer Contributions	14,727												
Uses													
Capital Commitments		(226,000)	(16,000)	(306,000)	(2,601,000)						(54,000)		(288,000)
Interest Charged	(1,673)	-	-	-	-	-	-	-	-	-	-	-	-
Capital Actuals													
Closing Balance	2,561,946	2,597,067	2,850,850	2,822,191	494,853	778,024	1,071,052	1,374,189	1,687,786	1,957,927	2,293,136	2,293,136	2,350,329
Audited G/L Balance	<u>2,561,946</u>												
	<u><u>0</u></u>												

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Roads & Related Development Charge Reserve Fund
10-03-9904-2904

Approved Fund Purpose: Established by By-Law 2008-254, the purpose is to fund growth related capital projects for new or expanded roads and related public works facilities and services.

Current Funding Sources: Development charges collected under Development Charges Act & By-Law 2019-100 and interest on fund balances.

	Audited Actuals	Approved Budget	Projected Fund Balances (2022 Capital Plan)									
			2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Opening Balance	1,940,563	1,977,609	1,428,114	1,061,395	816,256	494,516	(369,120)	(804,121)	(1,078,487)	(1,536,732)	(1,911,140)	(2,254,155)
Sources												
Developer Contributions	453,855	317,400	327,000	336,800	346,800	357,200	368,000	379,000	390,400	402,100	414,200	426,600
Interest Earned	6,298	7,105	5,281	4,061	2,460	-	-	-	-	-	-	-
Exempt Developer Contributions	537,018											
Uses												
Capital Commitments		(874,000)	(699,000)	(586,000)	(671,000)	(1,219,000)	(799,000)	(648,000)	(841,000)	(767,000)	(746,000)	(599,000)
Interested Charged	(1,340)	-	-	-	0	(1,836)	(4,001)	(5,366)	(7,645)	(9,508)	(11,215)	(12,133)
Levy Commitments												
Capital Actuals	(958,785)											
Closing Balance	1,977,609	1,428,114	1,061,395	816,256	494,516	(369,120)	(804,121)	(1,078,487)	(1,536,732)	(1,911,140)	(2,254,155)	(2,438,688)
Audited G/L Balance	<u>1,977,609</u>											
	<u><u>0</u></u>											

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Ambulance Post DC Reserve Fund
10-05-9975-2975

Approved Fund Purpose: To fund growth related capital projects for new or expanded ambulance facilities and services.

Current Funding Sources: Development charges and interest on the fund balance.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	(0)	(0)	(0)	(0)	(0)	(0)	0	(68,642)	(137,626)	(206,956)	(276,632)	(346,657)	(417,032)	
Sources														
Debt Proceeds - Projected Issuance							601,000							
Uses														
Capital Commitments	-	-	-	-	(601,000)	-	-	-	-	-	-	-	-	-
Interest Charged	(0)	(0)	(0)	(0)	0	(342)	(685)	(1,030)	(1,376)	(1,725)	(2,075)	(2,427)	(2,427)	
Debt Payments - Projected Issuance						(68,300)	(68,300)	(68,300)	(68,300)	(68,300)	(68,300)	(68,300)	(68,300)	
Grand Total	(0)	(0)	(0)	(0)	0	(68,642)	(137,626)	(206,956)	(276,632)	(346,657)	(417,032)	(487,758)		

Audited G/L Balance

0
(0)
(0)

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Library Post Development Charge Reserve Fund
10-05-9989-2989

Approved Fund Purpose: To fund growth related capital projects for new or expanded library facilities

Current Funding Sources: Development charges and interest on the fund balance.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance			(0)	(0)	(0)	(0)	(0)	(0)	(18,593)	(37,278)	(56,057)	(74,930)	(93,897)	(112,959)
Sources														
Debt Proceeds - Projected Issuance							155,000							
Transfer from DC Fund			23,259											
Debt Proceeds														
Uses														
Capital Commitments							(155,000)							
Interest Charged								(93)	(185)	(279)	(373)	(467)	(562)	(657)
Capital Actuals			(23,259)											
Debt payments - projected issuance								(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)
Grand Total			(0)	(0)	(0)	(0)	(0)	(18,593)	(37,278)	(56,057)	(74,930)	(93,897)	(112,959)	(132,116)
Audited G/L Balance														
			<u>0</u>											
			<u><u>(0)</u></u>											

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Marina Post Development Charge Reserve Fund

10-05-9978-2978

Approved Fund Purpose: To fund growth related capital projects for new or expanded marina facilities

Current Funding Sources: Development charges and interest on the fund balance.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sources														
Developer Contributions														
Interest Earned														
Transfer to DC Fund														
Uses														
Capital Commitments														
Interest Charged														
Grand Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Audited G/L Balance

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Parks & Recreation Post Development Charge Reserve Fund
10-05-9974-2974**

Approved Fund Purpose: To fund growth related capital projects for new parks & recreational facilities and services.

Current Funding Sources: Development charges and interest on the fund balance.

Sum of Amount Row Labels	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	0	0	0	0	0	0	0	0	(244,617)	(490,457)	(737,526)	(985,831)	(1,235,377)	(1,486,171)
Sources														
Developer Contributions														
Interest Earned														
Transfer to DC Fund														
Debt Proceeds - Projected Issuance							3,641,000							
Uses														
Capital Commitments							(3,641,000)							
Interest Charged	0	0	0	0	0	0	(1,217)	(2,440)	(3,669)	(4,905)	(6,146)	(7,394)	(8,648)	
Debt Payments - Projected Issuance							(243,400)	(243,400)	(243,400)	(243,400)	(243,400)	(243,400)	(243,400)	
Grand Total	0	0	0	0	0	0	(244,617)	(490,457)	(737,526)	(985,831)	(1,235,377)	(1,486,171)	(1,738,219)	
Audited G/L Balance	<u>0</u>													
	<u><u>0</u></u>													

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Roads & Related Post DC Reserve Fund
10-05-9988-2988

Approved Fund Purpose: To fund growth related capital projects for new parks & recreational facilities and services.

Current Funding Sources: Development charges and interest on the fund balance.

	Approved Budget	Approved Budget	Projected Fund Balances (2022 Capital Plan)											
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		
Opening Balance	0	0	0	0	0	0	0	(66,029)	(132,387)	(199,078)	(266,101)	(333,460)		
Sources														
Debt Proceeds - Projected Issuance						550,000								
Uses														
Capital Commitments						(550,000)								
Interest Charged							(329)	(659)	(990)	(1,324)	(1,659)	(1,996)		
Debt Payments - Projected Issuance							(65,700)	(65,700)	(65,700)	(65,700)	(65,700)	(65,700)		
Grand Total	0	0	0	0	0	0	(66,029)	(132,387)	(199,078)	(266,101)	(333,460)	(401,156)		
Audited G/L Balance	<table style="margin-left: 100px;"> <tr> <td style="border-bottom: 1px solid black;">0</td> </tr> <tr> <td style="border-bottom: 3px double black;">0</td> </tr> </table>												0	0
0														
0														

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Water Development Charge Reserve Fund
10-03-9902-2902**

Approved Fund Purpose: Established by By-Law 2008-254, the purpose is to fund growth related capital projects for new or expanded water infrastructure and equipment, including water supply, treatment, storage and transmission.

Current Funding Sources: Development charges collected under Development Charges Act & By-Law 2019-100 and interest on fund balances.

	Audited Actuals	Approved Budget	Projected Fund Balances (2022 Capital Plan)									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	2,145,244	3,261,708	3,293,383	4,185,564	4,262,026	1,014,281	(4,626,466)	(5,378,895)	(6,332,179)	(8,140,681)	(9,942,746)	(12,185,025)
Sources												
Developer Contributions	1,464,057	1,131,700	1,165,700	1,200,600	1,236,600	1,273,700	1,311,900	1,351,300	1,373,600	1,396,000	1,418,800	1,442,000
Interest Earned	7,235	16,385	20,824	21,204	5,046							
Exempt Developer Contributions	20,032											
Debt Proceeds	944,000	1,100,000		15,196,000	15,577,000		3,448,000	13,613,000		8,200,000		6,056,000
Uses												
Capital Commitments		(2,144,602)	(149,000)	(16,196,000)	(19,004,000)	(4,889,000)	(3,483,000)	(13,653,000)	(87,000)	(8,294,000)	(51,000)	(6,111,000)
Interest Charged	(1,714)					(23,017)	(26,761)	(31,503)	(40,501)	(49,466)	(60,622)	(71,665)
Debt Principal Payments	(24,000)	(52,267)	(53,097)	(53,955)	(54,852)	(55,778)	(56,731)	(57,726)	(58,761)	(59,826)	(60,933)	(47,679)
Debt Interest Payments	(6,802)	(19,541)	(18,707)	(17,847)	(16,954)	(16,029)	(15,214)	(14,218)	(13,188)	(12,121)	(11,020)	(9,884)
Capital Actuals	(1,285,636)											
Proposed Debt Payments			(73,540)	(73,540)	(990,585)	(1,930,623)	(1,930,623)	(2,161,137)	(2,982,652)	(2,982,652)	(3,477,504)	(3,477,504)
Debt Financing Charges	(707)											
Closing Balance	3,261,708	3,293,383	4,185,564	4,262,026	1,014,281	(4,626,466)	(5,378,895)	(6,332,179)	(8,140,681)	(9,942,746)	(12,185,025)	(14,404,757)

Audited G/L Balance	<u>3,261,708</u>
	<u>0</u>

NOTE: Forecast based on 2022 Capital Plan
NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Wastewater Development Charge Reserve Fund
10-03-9903-2903**

Approved Fund Purpose: Established by By-Law 2008-254, the purpose is to fund growth related capital projects for new or expanded wastewater infrastructure and services, including collection, pumping, treatment and disposal.

Current Funding Sources: Development charges collected under Development Charges Act & By-Law 2019-100 and interest on fund balances.

	Audited	Approved	Projected Fund Balances (2022 Capital Plan)											
	Actuals	Budget	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	334,501	(420,098)	(813,888)	(943,325)	(1,054,460)	(1,209,774)	(2,124,662)	(2,169,525)	(2,205,137)	(2,254,937)	(2,286,335)	(2,272,310)		
Sources														
Developer Contributions	866,868	673,000	693,200	714,000	735,500	757,500	780,300	803,700	816,900	830,400	843,900	857,400		
Exempt Developer Contributions	11,909													
Debt Proceeds											18,733,000			
Land Sale Proceeds	89,296													
Uses														
Capital Commitments		(278,700)	(34,000)	(36,000)	(113,000)	(890,000)	(39,000)	(53,000)	(80,000)	(75,000)	(18,776,000)	(44,000)		
Interest Charged	(7,042)	(4,049)	(4,693)	(5,246)	(6,019)	(10,570)	(10,794)	(10,971)	(11,219)	(11,375)	(11,305)	(14,977)		
Debt Principal Payments	(765,997)	(597,948)	(607,217)	(617,024)	(615,391)	(626,220)	(637,596)	(649,841)	(662,960)	(676,648)	(691,223)	(336,724)		
Debt Interest Payments	(330,203)	(186,094)	(176,727)	(166,864)	(156,404)	(145,598)	(137,773)	(125,500)	(112,521)	(98,776)	(84,347)	(69,209)		
Capital Actuals	(601,261)													
Debt Financing Charges	(18,168)													
Proposed Debt Payments														(1,130,500)
Closing Balance	(420,098)	(813,888)	(943,325)	(1,054,460)	(1,209,774)	(2,124,662)	(2,169,525)	(2,205,137)	(2,254,937)	(2,286,335)	(2,272,310)	(3,010,320)		

Audited G/L Balance (420,097)
(0)

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

**Water Post Development Charge Reserve Fund
10-05-9980-2980**

Approved Fund Purpose: To fund growth related capital projects for new or expanded water facilities and services.

Current Funding Sources: Development charges and interest on the fund balance.

	Audited Actuals	Approved Budget	Projected Fund Balances (2022 Capital Plan)									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	0	0	0	0	0	0	0	0	0	0	0	0
Sources												
Developer Contributions												
Interest Earned	-	-	-	-	-	-	-	-	-	-	-	-
Uses												
Capital Commitments	-	-	-	-	-	-	-	-	-	-	-	-
Interest Charged	-	-	-	-	-	-	-	-	-	-	-	-
Grand Total	0	0	0	0	0	0	0	0	0	0	0	0

Audited G/L Balance

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

Wastewater Post Development Charge Reserve Fund
10-05-9981-2981

Approved Fund Purpose: To fund growth related capital projects for new or expanded wastewater facilities and services.

Current Funding Sources: Development charges and interest on the fund balance.

Sum of Amount Row Labels	Audited Actuals	Approved Budget	Projected Fund Balances (2022 Capital Plan)									
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
Sources												
Developer Contributions												
Interest Earned												
Transfer to DC Fund												
Debt Receipts												
Interfund transfer												
Uses												
Capital Commitments												
Interest Charged												
Capital Actuals												
Grand Total	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
<u>Debt Principal Amounts</u>												
Prior Years												
Debt Receipts												
Debt Principal Payments	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total per F/S	0	0	0	0	0	0	0	0	0	0	0	0
Audited G/L Balance	0											
	0											

NOTE: Forecast based on 2022 Capital Plan

NOTE: Positive numbers represent a surplus. Numbers in brackets represent a shortfall.

APPENDIX:

PROPOSED 2022 – 2031

CAPITAL PLAN

2022-2031 ASSET MANAGEMENT

CAPITAL - DETAILS



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES						
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)	
Office of the CAO																			
Clerks & By-Law																			
Other Replacements																			
3231601 Renovations to Council Chambers					32,000	179,000						211,000			(211,000)				(211,000)
Total Other Replacements					32,000	179,000						211,000			(211,000)				(211,000)
Total Clerks & By-Law					32,000	179,000						211,000			(211,000)				(211,000)
Fire																			
Fire Vehicle Replacement Program																			
7432102 Fire Administration Duty Officer Vehicle F098		60,000										60,000			(60,000)				(60,000)
7432201 Fire Administration Duty Officer Vehicle F100		60,000										60,000			(60,000)				(60,000)
7432205 Aerial 1 - Fire Station #1 Simcoe			1,845,000									1,845,000			(1,845,000)				(1,845,000)
7432302 Water Rescue Boat & Trailer - Fire Station #3 Waterford			45,000									45,000			(45,000)				(45,000)
7432306 Pump 9 - Fire Station #9 Port Rowan			745,000									745,000		(745,000)					(745,000)
7432307 Pump 6 - Fire Station #6 Courtland			743,000									743,000			(743,000)				(743,000)
7432410 Tanker 4 - Fire Station #4 Teeterville			700,000									700,000			(700,000)				(700,000)
7431904 Ranger Unit 3 & Trailer - Str#3				37,000								37,000			(37,000)				(37,000)
7432409 Tanker 3 - Fire Station #3 Waterford				718,000								718,000			(718,000)				(718,000)
7432505 Rescue 11 - Fire Station #11 Vittoria				650,000								650,000			(650,000)				(650,000)
7432601 Pump 5 - Fire Station #5 Delhi				763,000								763,000		(763,000)					(763,000)
7432602 Pump 2A - Fire Station #2 Port Dover					782,000							782,000		(782,000)					(782,000)
7432605 Tanker 8 - Fire Station #8 - Fairground					736,000							736,000		(736,000)					(736,000)
7432606 Tanker 7 - Fire Station #7 - Langton					736,000							736,000			(736,000)				(736,000)
7432004 Ranger 6 - Fire Station #6 Courtland						39,000						39,000			(39,000)				(39,000)
7432101 Emerg Response Vehicle & Trailer - Str#2 Port Dove						39,000						39,000			(39,000)				(39,000)
7432503 Car 5 - Fire Administration Duty Officer Vehicle						66,000						66,000			(66,000)				(66,000)
7432603 Tanker 11 - Fire Station #11 Vittoria						754,000						754,000			(754,000)				(754,000)
7432604 Tanker 10 - Fire Station #10 St. Williams						754,000						754,000			(754,000)				(754,000)
7432607 Car 1 - Fire Administration Duty Officer Vehicle						66,000						66,000			(66,000)				(66,000)
7432610 Car 6 - Fire Administration Duty Officer Vehicle						66,000						66,000			(66,000)				(66,000)
7432204 Emergency Response Argo & Trailer - Fire Station #8							50,000					50,000			(50,000)				(50,000)
7432705 Engine 5 - Fire Station #5 Delhi							810,000					810,000			(810,000)				(810,000)
7432706 Engine 10 - Fire Station #10 St. Williams							810,000					810,000		(810,000)					(810,000)
7432804 Rescue 8 - Fire Station #8 Fairground								716,000				716,000			(716,000)				(716,000)
7432904 Pump 8 - Fire Station #8 Fairground									862,000			862,000			(862,000)				(862,000)
7432905 Pump 1A - Fire Station #1 Simcoe									862,000			862,000			(862,000)				(862,000)
7433001 Rescue 7 - Fire Station #7 Langton										751,000		751,000			(751,000)				(751,000)



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
7433002 Tanker 2 - Fire Station #2 Port Dover										831,000		831,000			(831,000)			(831,000)
7433101 Rescue 1 - Fire Station #1 Simcoe											769,000	769,000			(769,000)			(769,000)
7433102 Rescue 4 - Station #4 Teeterville											769,000	769,000			(769,000)			(769,000)
7433103 Rescue 6 - Fire Station #6 Courtland											769,000	769,000			(769,000)			(769,000)
Total Fire Vehicle Replacement Program		120,000	4,078,000	2,168,000	2,254,000	1,784,000	1,670,000	716,000	1,724,000	1,582,000	2,307,000	18,403,000		(3,836,000)	(14,567,000)			(18,403,000)
Infrared Thermal Imaging Camera Replacement Program																		
7432502 2025 Infrared Thermal Imaging Camera Rplcmnts					96,000							96,000			(96,000)			(96,000)
7432608 2028 Infrared Thermal Imaging Camera Rplcmnts								85,000				85,000			(85,000)			(85,000)
Total Infrared Thermal Imaging Camera Replacement Program					96,000			85,000				181,000			(181,000)			(181,000)
Fire Station Building Repairs & Maintenance Program																		
7432209 Window Replacement - Fire Stn #3 Waterford		15,000										15,000			(15,000)			(15,000)
7432301 2023 Fire Stn Building Repairs & Maintenance			125,000									125,000			(125,000)			(125,000)
7432401 2024 Fire Stn Building Repairs & Maintenance				125,000								125,000			(125,000)			(125,000)
7432501 2025 Fire Stn Building Repairs & Maintenance					125,000							125,000			(125,000)			(125,000)
7432609 2026 Fire Stn Building Repairs & Maintenance						125,000						125,000			(125,000)			(125,000)
7432701 2027 Fire Stn Building Repairs & Maintenance							125,000					125,000			(125,000)			(125,000)
7432801 2028 Fire Stn Building Repairs & Maintenance								125,000				125,000			(125,000)			(125,000)
7432903 2029 Fire Stn Building Repairs & Maintenance									125,000			125,000			(125,000)			(125,000)
7433004 2030 Fire Stn Building Repairs & Maintenance										125,000		125,000			(125,000)			(125,000)
7433104 2031 Fire Stn Building Repairs & Maintenance											125,000	125,000			(125,000)			(125,000)
Total Fire Station Building Repairs & Maintenance Program		15,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	1,140,000			(1,140,000)			(1,140,000)
SCBA Pack Replacement Program																		
7432206 Fire Station #6 Courtland - SCBA Packs (15)		143,000										143,000			(143,000)			(143,000)
7432308 Fire Station #7 Langton - SCBA Packs (15)			147,000									147,000			(147,000)			(147,000)
7432309 Fire Station #10 St. Williams - SCBA Packs (11)			109,000									109,000			(109,000)			(109,000)
7432411 Fire Station #1 Simcoe - SCBA Packs (24)				249,000								249,000			(249,000)			(249,000)
7432506 Fire Station #4 Teeterville - SCBA Packs (14)					148,000							148,000			(148,000)			(148,000)
7432611 Fire Station #5 Delhi - SCBA Packs (16)						175,000						175,000			(175,000)			(175,000)
7432704 Fire Station #3 Waterford - SCBA Packs (17)							192,000					192,000			(192,000)			(192,000)
7432802 Fire Station #8 Fairground - SCBA Packs (14)								164,000				164,000			(164,000)			(164,000)
7432901 Fire Station #11 Vittoria - SCBA Packs (14)									170,000			170,000			(170,000)			(170,000)
7433003 Fire Station #2 Port Dover - SCBA Packs (20)										251,000		251,000			(251,000)			(251,000)
7433105 Fire Station #9 Port Rowan - SCBA Packs (14)											172,000	172,000			(172,000)			(172,000)
Total SCBA Pack Replacement Program		143,000	256,000	249,000	148,000	175,000	192,000	164,000	170,000	251,000	172,000	1,920,000			(1,920,000)			(1,920,000)
SCBA Air Compressor Replacement Program																		
7432507 SCBA Air Compressor, Bottle Rack - Fire Station #2 F			70,000									70,000			(70,000)			(70,000)



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
7432803 SCBA Air Compressor - Fire Station #7 Langton					60,000							60,000			(60,000)			(60,000)
7432613 SCBA Air Compressor - Fire Station #1 Simcoe						62,000						62,000			(62,000)			(62,000)
Total SCBA Air Compressor Replacement Program			70,000		60,000	62,000						192,000			(192,000)			(192,000)
Other Replacements																		
7432702 Extrication Equipment							240,000					240,000			(240,000)			(240,000)
7432504 2031 Fire Management Information System										150,000		150,000		(150,000)				(150,000)
Total Other Replacements							240,000				150,000	390,000		(150,000)	(240,000)			(390,000)
Total Fire		278,000	4,529,000	2,542,000	2,683,000	2,146,000	2,227,000	1,090,000	2,019,000	1,958,000	2,754,000	22,226,000		(3,986,000)	(18,240,000)			(22,226,000)
Paramedic Services																		
EMS Vehicle Replacement Program																		
7532201 2022 Ambulance 15-A048		227,000										227,000			(227,000)			(227,000)
7532204 2022 Ambulance 15-A049		227,000										227,000			(227,000)			(227,000)
7532301 2023 Ambulance 16-A050			232,000									232,000			(232,000)			(232,000)
7532302 2023 Ambulance 16-A051			232,000									232,000			(232,000)			(232,000)
7532307 Emergency Response Vehicle 13-A047				94,000								94,000			(94,000)			(94,000)
7532404 2024 Ambulance 17-A052				238,000								238,000			(238,000)			(238,000)
7532405 2024 Ambulance 17-A053				238,000								238,000			(238,000)			(238,000)
7532306 EMS RAV 13-A045 & Trailer 13-A044					63,000							63,000			(63,000)			(63,000)
7532506 2025 Ambulance 18-A055					244,000							244,000			(244,000)			(244,000)
7532507 2025 Ambulance 18-A056					244,000							244,000			(244,000)			(244,000)
7532605 2026 Ambulance 19-A057						250,000						250,000			(250,000)			(250,000)
7532606 2026 Ambulance 19-A058						250,000						250,000			(250,000)			(250,000)
7532901 2027 Ambulance 19-A061							256,000					256,000			(256,000)			(256,000)
7532705 Administration Vehicle/ ERV A054								70,000				70,000			(70,000)			(70,000)
7532902 2029 Ambulance 22-A062									269,000			269,000			(269,000)			(269,000)
7532903 Emergency Support Unit (ESU) 19-A060									140,000			140,000			(140,000)			(140,000)
7533001 2030 Ambulance 16-A050										276,000		276,000			(276,000)			(276,000)
7533002 2030 Ambulance 16-A051										276,000		276,000			(276,000)			(276,000)
7533003 Emergency Response Vehicle 09-A037										120,000		120,000			(120,000)			(120,000)
7533004 Emergency Response Vehicle 10-A038										120,000		120,000			(120,000)			(120,000)
7533104 2031 Ambulance 17-A052											283,000	283,000			(283,000)			(283,000)
7533105 2031 Ambulance 17-A053											283,000	283,000			(283,000)			(283,000)
Total EMS Vehicle Replacement Program		454,000	464,000	570,000	551,000	500,000	256,000	70,000	409,000	792,000	566,000	4,632,000			(4,632,000)			(4,632,000)
Ambulance Defibrillator Replacement Program																		
7532102 2022 Ambulance Defibrillator Replacements (5)		128,000										128,000			(128,000)			(128,000)
7532304 2023 Ambulance Defibrillator Replacements (4)			125,000									125,000			(125,000)			(125,000)



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
7532401 2024 Ambulance Defibrillator Replacements (4)				128,000								128,000			(128,000)			(128,000)
7532502 2025 Ambulance Defibrillator Replacements (4)					130,000							130,000			(130,000)			(130,000)
7532602 2026 Ambulance Defibrillator Replacements (5)						167,000						167,000			(167,000)			(167,000)
7532802 2028 Ambulance Defibrillator Replacements (4)								138,000				138,000			(138,000)			(138,000)
7532904 2029 Ambulance Defibrillator Replacements (4)									140,000			140,000			(140,000)			(140,000)
7533006 2030 Ambulance Defibrillator Replacements (4)										143,000		143,000			(143,000)			(143,000)
7533101 2031 Ambulance Defibrillator Replacements (5)											183,000	183,000			(183,000)			(183,000)
Total Ambulance Defibrillator Replacement Program		128,000	125,000	128,000	130,000	167,000		138,000	140,000	143,000	183,000	1,282,000			(1,282,000)			(1,282,000)
EMS Buildings Repairs & Maintenance Program																		
7532203 Storage Room Doors Rplcmnt & Wall Waterproofing -		20,000										20,000			(20,000)			(20,000)
7532303 2023 EMS Building Repairs & Maintenance			20,000									20,000			(20,000)			(20,000)
7532402 2024 EMS Building Repairs & Maintenance				20,000								20,000			(20,000)			(20,000)
7532503 2025 EMS Building Repairs & Maintenance					20,000							20,000			(20,000)			(20,000)
7532603 2026 EMS Building Repairs & Maintenance						20,000						20,000			(20,000)			(20,000)
7532702 2027 EMS Building Repairs & Maintenance							20,000					20,000			(20,000)			(20,000)
7532801 2028 EMS Building Repairs & Maintenance								20,000				20,000			(20,000)			(20,000)
7532905 2029 EMS Building Repairs & Maintenance									20,000			20,000			(20,000)			(20,000)
7533007 2030 EMS Building Repairs & Maintenance										20,000		20,000			(20,000)			(20,000)
7533102 2031 EMS Building Repairs & Maintenance											20,000	20,000			(20,000)			(20,000)
Total EMS Buildings Repairs & Maintenance Program		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000			(200,000)			(200,000)
Stretcher Replacement Program																		
7532305 2023 Stretcher Replacement Program			110,000									110,000			(110,000)			(110,000)
7532403 2024 Stretcher Replacement Program				140,000								140,000			(140,000)			(140,000)
7532501 2025 Stretcher Replacement Program					143,000							143,000			(143,000)			(143,000)
7532601 2026 Stretcher Replacement Program						146,000						146,000			(146,000)			(146,000)
7532701 2027 Stretcher Replacement Program							90,000					90,000			(90,000)			(90,000)
7532803 2028 Stretcher Replacement Program								30,000				30,000			(30,000)			(30,000)
7532907 2029 Stretcher Replacement Program									146,000			146,000			(146,000)			(146,000)
7533005 2030 Stretcher Replacement Program										149,000		149,000			(149,000)			(149,000)
7533103 2031 Stretcher Replacement program											153,000	153,000			(153,000)			(153,000)
Total Stretcher Replacement Program			110,000	140,000	143,000	146,000	90,000	30,000	146,000	149,000	153,000	1,107,000			(1,107,000)			(1,107,000)
Total Paramedic Services		602,000	719,000	858,000	844,000	833,000	366,000	258,000	715,000	1,104,000	922,000	7,221,000			(7,221,000)			(7,221,000)
Total Office of the CAO		880,000	5,248,000	3,400,000	3,559,000	3,158,000	2,593,000	1,348,000	2,734,000	3,062,000	3,676,000	29,658,000		(3,986,000)	(25,672,000)			(29,658,000)
Corporate Services																		
Accessibility & Special Projects																		
Barrier Free - Accessible Sidewalks Program																		



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
3332205 2022 Accessible Sidewalks		27,000										27,000			(27,000)			(27,000)
3332303 2023 Accessible Sidewalks			28,000									28,000			(28,000)			(28,000)
3332403 2024 Accessible Sidewalks				28,000								28,000			(28,000)			(28,000)
3332503 2025 Accessible Sidewalks					29,000							29,000			(29,000)			(29,000)
3332603 2026 Accessible Sidewalks						29,000						29,000			(29,000)			(29,000)
3332703 2027 Accessible Sidewalks							30,000					30,000			(30,000)			(30,000)
3332803 2028 Accessible Sidewalks								30,000				30,000			(30,000)			(30,000)
3332904 2029 Accessible Sidewalks									31,000			31,000			(31,000)			(31,000)
3333004 2030 Accessible Sidewalks										31,000		31,000			(31,000)			(31,000)
3333103 2031 Accessible Sidewalks											32,000	32,000			(32,000)			(32,000)
Total Barrier Free - Accessible Sidewalks Program		27,000	28,000	28,000	29,000	29,000	30,000	30,000	31,000	31,000	32,000	295,000			(295,000)			(295,000)
Barrier Free - Accessible Pedestrian Signals Program		27,000																
3332206 2022 Accessible Pedestrian Signals		27,000										27,000				(27,000)		(27,000)
3332304 2023 Accessible Pedestrian Signals			28,000									28,000				(28,000)		(28,000)
3332404 2024 Accessible Pedestrian Signals				28,000								28,000				(28,000)		(28,000)
3332504 2025 Accessible Pedestrian Signals					29,000							29,000				(29,000)		(29,000)
3332604 2026 Accessible Pedestrian Signals						29,000						29,000				(29,000)		(29,000)
3332704 2027 Accessible Pedestrian Signals							30,000					30,000				(30,000)		(30,000)
3332804 2028 Accessible Pedestrian Signals								30,000				30,000				(30,000)		(30,000)
3332905 2029 Accessible Pedestrian Signals									31,000			31,000				(31,000)		(31,000)
3333005 2030 Accessible Pedestrian Signals										31,000		31,000				(31,000)		(31,000)
3333104 2031 Accessible Pedestrian Signals											32,000	32,000				(32,000)		(32,000)
Total Barrier Free - Accessible Pedestrian Signals Program		27,000	28,000	28,000	29,000	29,000	30,000	30,000	31,000	31,000	32,000	295,000				(295,000)		(295,000)
Barrier Free - Accessible Parking Spaces Program		16,000																
3332204 2022 Accessible Parking Spaces		16,000										16,000				(16,000)		(16,000)
3332302 2023 Accessible Parking Spaces			17,000									17,000				(17,000)		(17,000)
3331909 2024 Accessible Parking Spaces				17,000								17,000				(17,000)		(17,000)
3332402 2025 Accessible Parking Spaces					17,000							17,000				(17,000)		(17,000)
3332502 2026 Accessible Parking Spaces						18,000						18,000				(18,000)		(18,000)
3332602 2027 Accessible Parking Spaces							18,000					18,000				(18,000)		(18,000)
3332702 2028 Accessible Parking Spaces								18,000				18,000				(18,000)		(18,000)
3332902 2029 Accessible Parking Spaces									19,000			19,000				(19,000)		(19,000)
3333105 2030 Accessible Parking Spaces										19,000		19,000				(19,000)		(19,000)
3333002 2031 Accessible Parking Spaces											19,000	19,000				(19,000)		(19,000)
Total Barrier Free - Accessible Parking Spaces Program		16,000	17,000	17,000	17,000	18,000	18,000	18,000	19,000	19,000	19,000	178,000				(178,000)		(178,000)
Total Accessibility & Special Projects		70,000	73,000	73,000	75,000	76,000	78,000	78,000	81,000	81,000	83,000	768,000			(295,000)	(473,000)		(768,000)



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					TOTAL FUNDING (2022 to 2031)
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	
Financial Management & Planning																		
Other Replacements																		
3332207 Insurance Claim Management Software Rplcmnt		50,000										50,000			(50,000)			(50,000)
Total Other Replacements		50,000										50,000			(50,000)			(50,000)
Total Financial Management & Planning		50,000										50,000			(50,000)			(50,000)
Information Technology																		
Information Technology Replacement Program																		
3432201 2022 Information Technology Replacement Program		388,000										388,000			(388,000)			(388,000)
3432301 2023 Information Technology Replacement Program			657,000									657,000			(657,000)			(657,000)
3432401 2024 Information Technology Replacement Program				497,000								497,000			(497,000)			(497,000)
3432501 2025 Information Technology Replacement Program					464,000							464,000			(464,000)			(464,000)
3432601 2026 Information Technology Replacement Program						530,000						530,000			(530,000)			(530,000)
3432701 2027 Information Technology Replacement Program							649,000					649,000			(649,000)			(649,000)
3432801 2028 Information Technology Replacement Program								447,000				447,000			(447,000)			(447,000)
3432901 2029 Information Technology Replacement Program									545,000			545,000			(545,000)			(545,000)
3433001 2030 Information Technology Replacement Program										554,000		554,000			(554,000)			(554,000)
3433101 2031 Information Technology Replacement Program											380,000	380,000			(380,000)			(380,000)
Total Information Technology Replacement Program		388,000	657,000	497,000	464,000	530,000	649,000	447,000	545,000	554,000	380,000	5,111,000			(5,111,000)			(5,111,000)
Telephone Equipment Replacement Program																		
3432202 2022 Telephone Equipment Replacement Program		100,000										100,000			(100,000)			(100,000)
3432302 2023 Telephone Equipment Replacement Program			50,000									50,000			(50,000)			(50,000)
3431902 2027 Telephone Equipment Replacement Program											120,000	120,000			(120,000)			(120,000)
Total Telephone Equipment Replacement Program		100,000	50,000								120,000	270,000			(270,000)			(270,000)
Total Information Technology		488,000	707,000	497,000	464,000	530,000	769,000	447,000	545,000	554,000	380,000	5,381,000			(5,381,000)			(5,381,000)
Total Corporate Services		608,000	780,000	570,000	539,000	606,000	847,000	525,000	626,000	635,000	463,000	6,199,000			(5,726,000)	(473,000)		(6,199,000)
Environmental & Infrastructure Services																		
Engineering																		
Infrastructure Reconstruction Program																		
5531715 St. Andrew St - Chapman to McNab, Pt Dover-Rd Re	160,000	1,650,000										1,650,000			(1,650,000)			(1,650,000)
5531828 South Drive - John St to Queen St, Simcoe	170,000	3,331,000										3,331,000			(2,998,000)	(333,000)		(3,331,000)
5531924 Sunninghill Drive - Inglewood to Ryerse, Port Dover	290,000	3,588,000										3,588,000			(3,588,000)			(3,588,000)
5532007 Eagle Street - Norfolk Ave to Main St, Delhi	50,000		370,000									370,000			(370,000)			(370,000)
5532008 Norfolk Avenue - Western to Eagle, Delhi	85,000		715,000									715,000			(715,000)			(715,000)
5531904 Colborne St N - Robinson to Windham, Simcoe	428,000		4,203,000									4,203,000		(2,942,000)	(1,261,000)			(4,203,000)
5532017 Wellington Street - Alice St. to Brown St., Waterford		344,000	2,454,000									2,798,000			(2,798,000)			(2,798,000)
5532213 Harbour St - St. Andrew St to St. George St, Pt Dover		123,000	838,000									961,000	(146,000)		(815,000)			(961,000)



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5532238 West St - Brook St to Talbot St. S, Simcoe		477,000	3,336,000									3,813,000			(3,813,000)			(3,813,000)
5532241 West St - Holden Ave to Brook Ave, Simcoe		384,000			2,757,000							3,141,000			(3,141,000)			(3,141,000)
5532009 Talbot Street - Robinson St to Young, Simcoe			74,000	519,000								593,000			(593,000)			(593,000)
5532104 Brown Street - Main to Washington, Waterford			224,000	1,561,000								1,785,000			(1,785,000)			(1,785,000)
5532111 East Street - Imperial to William, Delhi			137,000	993,000								1,130,000			(1,130,000)			(1,130,000)
5532123 Ann Street - James to East, Delhi			89,000	611,000								700,000			(700,000)			(700,000)
5532207 New Lakeshore Rd - Watermain Upgrade/2nd Feed to			310,000	2,278,000								2,588,000			(2,418,000)	(170,000)		(2,588,000)
5532310 Potts Road - Oakwood to Victoria St, Simcoe			99,000	670,000								769,000			(769,000)			(769,000)
5532311 Homewood Ave - Oakwood to Victoria St, Simcoe			79,000	512,000								591,000			(591,000)			(591,000)
5532331 James St - King St to Talbot Rd Inc. Storm Extension			420,000	3,231,000								3,651,000			(3,651,000)			(3,651,000)
5532010 Dover Mills Rd - Prospect St to Cockshutt Rd, Pt Dover				339,000	2,312,000							2,651,000			(2,651,000)			(2,651,000)
5532025 Windham Street - Talbot St to West End, Simcoe				207,000	1,493,000							1,700,000			(1,700,000)			(1,700,000)
5532122 Sovereign Street - James St to Queen St, Delhi				232,000	1,565,000							1,797,000			(1,797,000)			(1,797,000)
5532214 Gilbertson Dr - Queensway to Abandoned Railway, S				295,000	2,014,000							2,309,000			(2,309,000)			(2,309,000)
5532223 Queen Street - William St to Sovereign St, Delhi				52,000	339,000							391,000			(391,000)			(391,000)
5532305 Lasalle Street - Inglewood to Sunninghill and Oak Kn				199,000	1,358,000							1,557,000			(1,557,000)			(1,557,000)
5532314 Talbot Street - Maple to Windham, Simcoe				140,000	981,000							1,121,000			(1,121,000)			(1,121,000)
5532438 Eagle St - Main St of Delhi to Queen St, Delhi				81,000	546,000							627,000			(627,000)			(627,000)
5532439 Clinton St - Main St to St George St, Port Dover				61,000	414,000							475,000			(475,000)			(475,000)
5532440 Emily St - Inglewood Dr to South End, Port Dover				65,000	293,000							358,000			(358,000)			(358,000)
5532441 Foster St - Beckett Blvd to Bellevue Ave, Simcoe				156,000	1,065,000							1,221,000			(1,221,000)			(1,221,000)
5532011 Regent Ave - Nelson St. to Greenock St., Port Dover					180,000	1,269,000						1,449,000			(1,449,000)			(1,449,000)
5532103 McNab Street - First Ave to West End, Port Dover					131,000	928,000						1,059,000			(1,059,000)			(1,059,000)
5532107 Head Street - Maple to Windham, Simcoe					146,000	1,006,000						1,152,000			(1,152,000)			(1,152,000)
5532212 Metcalfe Street - Maple St to Windham St, Simcoe					146,000	1,006,000						1,152,000			(1,152,000)			(1,152,000)
5532308 Leamon St - Nichol St. to Thompson Rd., Waterford					440,000	3,076,000						3,516,000			(3,516,000)			(3,516,000)
5532417 West Church St - Main to Washington, Waterford					236,000	1,621,000						1,857,000			(1,857,000)			(1,857,000)
5532429 Market St - Main to St Andrew Reconstruction Pt Dov					34,000	351,000						385,000			(385,000)			(385,000)
5532430 Park St - Main St to St. Andrew St Pt Dover Reconstri					34,000	351,000						385,000			(385,000)			(385,000)
5532525 James St - Argyle Ave to Brock Ave, Delhi					331,000	2,987,000						3,318,000			(3,318,000)			(3,318,000)
5532302 Colborne St N - Windham to Queensway, Simcoe						114,000	782,000					896,000			(806,000)	(90,000)		(896,000)
5532416 Aberdeen Ave - Lansdowne to Church St., Delhi						93,000	637,000					730,000			(730,000)			(730,000)
5532420 Adams Avenue - Aberdeen to Delcrest, Delhi						205,000	1,403,000					1,608,000			(1,608,000)			(1,608,000)
5532421 North Main Street - Colborne to Norfolk, Simcoe						50,000	357,000					407,000			(407,000)			(407,000)
5532422 Park Lane - Colborne to Norfolk, Simcoe						31,000	222,000					253,000			(253,000)			(253,000)
5532423 Windham St - Colborne to Norfolk-Road Upgrades, S						55,000	357,000					412,000			(412,000)			(412,000)



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ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5532424 Scott Dr Watermain - Hwy 6 to John St., Port Dover						61,000	429,000					490,000			(490,000)			(490,000)
5532425 Peel Street - Waverly to Brock, Delhi						153,000	887,000					1,040,000			(1,040,000)			(1,040,000)
5532506 East Church St - Main St to Duncombe Rd, Waterford						224,000	1,675,000					1,899,000			(1,899,000)			(1,899,000)
5532519 Birch Ave - Prospect to 150 metres Easterly, Pt Dove						40,000	365,000					405,000			(405,000)			(405,000)
5532626 Maple St - Colborne St N to Queen St N, Simcoe						298,000	2,031,000					2,329,000			(2,329,000)			(2,329,000)
5532627 James St - Brock Ave to Wilson, Delhi						339,000	3,062,000					3,401,000		(2,740,000)	(661,000)			(3,401,000)
5532628 Brock Ave - James St to East End, Delhi						119,000	696,000					815,000			(815,000)			(815,000)
5532629 Gage Ave - Brock Ave to Waverly St, Delhi						59,000	346,000					405,000			(405,000)			(405,000)
5532630 Waverly St - James St to East End, Delhi						119,000	684,000					803,000			(803,000)			(803,000)
5532631 First Ave W - West End to East End, Simcoe						339,000	2,024,000					2,363,000			(2,363,000)			(2,363,000)
5532713 Union Street - Colborne St to Queen St						255,000	1,479,000					1,734,000			(1,734,000)			(1,734,000)
5532210 Deer Park Road and Park Easement - Sanitary Sewer							104,000	713,000				817,000			(817,000)			(817,000)
5532306 Church Street - James to Cloet, Delhi							812,000	5,646,000				6,458,000			(6,458,000)			(6,458,000)
5532511 Simcoe Boulevard - McCall to Wilson, Simcoe							90,000	597,000				687,000			(687,000)			(687,000)
5532512 Nelson Street - Main to St. Patrick St., Port Dover							130,000	887,000				1,017,000			(1,017,000)			(1,017,000)
5532602 Montclair Cres - Duncombe to Duncombe, Waterford							318,000	2,204,000				2,522,000			(2,522,000)			(2,522,000)
5532616 South Drive - Oak to Queen, Simcoe							307,000	2,128,000				2,435,000			(2,192,000)		(243,000)	(2,435,000)
5532615 Washington St - Green St to Thompson Rd, Waterford								328,000	1,910,000			2,238,000			(2,015,000)		(223,000)	(2,238,000)
5532705 Grace St, Glenwood St, Drayton St, Sloan St, Pt Dove								253,000	2,477,000			2,730,000			(2,687,000)	(43,000)		(2,730,000)
5532706 Queen St - Queensway W to West St, Simcoe								277,000	4,738,000			5,015,000			(5,015,000)			(5,015,000)
5532813 Schellburg Ave - Queen St N to CNR Tracks, Simcoe								65,000	384,000			449,000			(449,000)			(449,000)
5532814 Church St E - Cloet to Brantford, Delhi								315,000	1,843,000			2,158,000			(2,158,000)			(2,158,000)
5532815 Water St - Grace St to Sloan St, Port Dover								59,000	366,000			425,000			(425,000)			(425,000)
5532816 Market St W - St George St to Water St, Port Dover								36,000	341,000			377,000			(377,000)			(377,000)
5532411 Sylvia Street - Main St to east end, Waterford									125,000	1,394,000		1,519,000			(1,519,000)			(1,519,000)
5532707 Talbot St S. - Robinson St to South Dr, Simcoe									212,000	3,081,000		3,293,000			(3,293,000)			(3,293,000)
5532801 Connaught Ave - Northern Ave to Adams Ave, Delhi								184,000	1,863,000			2,047,000			(2,047,000)			(2,047,000)
5532924 Main St of Delhi - King St to Eagle St, Delhi								183,000	1,049,000			1,232,000			(1,232,000)			(1,232,000)
5532925 Crescent Blvd - Norfolk St S to Queenstreet E, Simcoe								213,000	1,261,000			1,474,000			(1,474,000)			(1,474,000)
5533016 Queensway East - Norfolk Street to Ireland, Simcoe										1,124,000	8,001,000	9,125,000			(9,125,000)			(9,125,000)
5533026 Eastern Ave - Main St of Delhi to Queen St, Delhi									125,000	736,000		861,000			(861,000)			(861,000)
5533027 Main St of Delhi - Eagle St to Gilbert Ave, Delhi									237,000	1,408,000		1,645,000			(1,645,000)			(1,645,000)
5533028 Northern Ave - Lansdowne Ave to Argyle Ave, Delhi									200,000	1,139,000		1,339,000			(1,339,000)			(1,339,000)
5533029 Bridge Alley - St Patrick's St to East End, Port Dover									50,000	294,000		344,000			(344,000)			(344,000)
5533030 Bridge St - Lynn St to St. Patrick's, Port Dover									171,000	1,061,000		1,232,000			(1,232,000)			(1,232,000)
5533031 Hawthorne Ave - Crescent Blvd to Norfolk St S, Simcoe									81,000	499,000		580,000			(580,000)			(580,000)



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5533032 Queen St S - Chapel St to West St, Simcoe										119,000	824,000	943,000			(943,000)			(943,000)
5533033 Robinson St - Queen St N to Elgin Ave, Simcoe										112,000	646,000	758,000			(758,000)			(758,000)
5533034 West Church St - Washington St to West End, Waterford										400,000	2,336,000	2,736,000			(2,736,000)			(2,736,000)
Total Infrastructure Reconstruction Program	1,183,000	9,897,000	13,348,000	12,202,000	16,815,000	15,149,000	19,197,000	13,508,000	12,976,000	11,267,000	16,944,000	141,303,000	(146,000)	(5,682,000)	(134,373,000)	(43,000)	(1,059,000)	(141,303,000)
Rural Asphalt Resurfacing Program																		
5532028 Haldimand Road 74 Concession 12 Walpole		615,000										615,000			(615,000)			(615,000)
5532202 Norfolk County Road 28 - Norfolk Rd 23 to Lakeshore		1,538,000										1,538,000			(1,392,000)	(146,000)		(1,538,000)
5532225 Old Highway 24 - Hwy 24 to Thompson Rd, Waterford		1,743,000										1,743,000			(1,569,000)	(174,000)		(1,743,000)
5532301 Blueline Road - Old Hwy 24 to Conc 13 Townsend, Simcoe		1,230,000										1,230,000			(1,107,000)	(123,000)		(1,230,000)
5532315 Cockshutt Road - Hwy 3 to Conc 2 Woodhouse, Simcoe			2,837,000									2,837,000		(2,553,000)		(284,000)		(2,837,000)
5532316 Highway 6 - Hwy 24 to Thompson Dr, Port Dover			1,471,000									1,471,000			(1,331,000)	(140,000)		(1,471,000)
5532321 St Johns Rd - Hillcrest to Norfolk Hwy 24, Simcoe			420,000									420,000			(378,000)	(42,000)		(420,000)
5532322 Conc 12 Townsend - Haldimand Rd 74 to HN Bounded			150,000									150,000			(135,000)	(15,000)		(150,000)
5532327 Road 21 Lynedoch - Charlotteville Rd 12 to Botswick			1,051,000									1,051,000			(946,000)	(105,000)		(1,051,000)
5532326 East 1/4 Line - Lynn Valley Rd to 500m North, Simcoe				808,000								808,000		(728,000)		(80,000)		(808,000)
5532419 Windham Centre Rd - Brantford Rd to Nixon Rd, Windham				862,000								862,000			(780,000)	(82,000)		(862,000)
5532426 Windham Centre Rd - Windham East 1/4 Line to Hwy				1,077,000								1,077,000			(969,000)	(108,000)		(1,077,000)
5532442 Norfolk County Rd 28 - Norfolk Rd 23 to Fairground, F				1,615,000								1,615,000		(1,462,000)		(153,000)		(1,615,000)
5532523 Norfolk County Rd 13 - Hwy 3 to Mall Rd, Courtland				565,000								565,000			(509,000)	(56,000)		(565,000)
5532230 Old Hwy 24 - Jenkins Rd to Conc 3 Townsend, Waterford				636,000								636,000			(572,000)	(64,000)		(636,000)
5532432 McDowell Rd - Hwy 59 to Charlotteville West 1/4 Line					2,760,000							2,760,000		(2,484,000)		(276,000)		(2,760,000)
5532433 Norfolk County 19 West - Oxford Line to Windham Road					2,428,000							2,428,000			(2,185,000)	(243,000)		(2,428,000)
5532510 Norfolk County Road 45 - Hwy 59 to Forestry Farm Road					2,971,000							2,971,000		(2,674,000)		(297,000)		(2,971,000)
5532530 Concession 12 Townsend - Haldimand Rd 74 to HN Bounded					31,000							31,000			(28,000)	(3,000)		(31,000)
5532401 Elgin County Road 55 - Norfolk County Rd 45 to Col						1,923,000						1,923,000		(1,731,000)		(192,000)		(1,923,000)
5532515 Vittoria Road - Turkey Point Rd to Mutual St, Vittoria						1,426,000						1,426,000			(1,283,000)	(143,000)		(1,426,000)
5532521 Highway 19 - Hwy 3 to Carson Line, Courtland						1,471,000						1,471,000			(1,324,000)	(147,000)		(1,471,000)
5532608 McDowell Rd E - Hillcrest Rd to Turkey Point Rd, Simcoe						1,697,000						1,697,000			(1,527,000)	(170,000)		(1,697,000)
5532623 Norfolk County Hwy 59 - Norfolk County Rd 21 to 2nd						1,358,000						1,358,000			(1,222,000)	(136,000)		(1,358,000)
5532522 Ireland Road - Decou Rd to Hwy 3, Simcoe							928,000					928,000			(835,000)	(93,000)		(928,000)
5532524 Decou Rd - Norfolk St S to Ireland Rd, Simcoe							348,000					348,000			(313,000)	(35,000)		(348,000)
5532610 Norfolk County Hwy 59 - Hwy 3 to Colonel Talbot Rd,							406,000					406,000			(367,000)	(39,000)		(406,000)
5532611 Norfolk County Hwy 59 - Norfolk Rd 21 to Prince Willi							916,000					916,000			(824,000)	(92,000)		(916,000)
5532620 Norfolk St S - Victoria St to Hwy 24, Simcoe							974,000					974,000			(877,000)	(97,000)		(974,000)
5532624 Lakeshore Rd - Gore A Rd to Hwy 59, Fairground							2,435,000					2,435,000			(2,191,000)	(244,000)		(2,435,000)
5532715 Lakeshore Rd - Elgin County Rd 55 to Gore A Rd, Fairground								4,160,000				4,160,000			(3,744,000)	(416,000)		(4,160,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5532716 Colonel Talbot Rd - Norfolk Rd 23 to Elgin Rd 55, Co								594,000				594,000			(535,000)		(59,000)	(594,000)
5532717 Norfolk Hwy 59 - Norfolk Rd 60 to 3rd Conc Rd, Lang								832,000				832,000			(750,000)		(82,000)	(832,000)
5532718 Norfolk Hwy 59 - Norfolk Rd 45 to McDowell Rd, Lang								951,000				951,000			(856,000)		(95,000)	(951,000)
5532806 Turkey Point Rd - Charlotteville Rd 5 to St John Rd, V									1,218,000			1,218,000			(1,097,000)		(121,000)	(1,218,000)
5532807 Hillcrest Rd - St Johns Rd to McDowell Rd, Simcoe									1,462,000			1,462,000			(1,316,000)		(146,000)	(1,462,000)
5532808 Norfolk Hwy 59 - Hwy 3 to Norwich Townline Rd, Lan									1,218,000			1,218,000			(1,096,000)		(122,000)	(1,218,000)
5532809 Windham Rd 12 - Brantford Rd to Windham W 1/4 Lir									609,000			609,000			(540,000)		(69,000)	(609,000)
5532810 Norfolk Rd 19 - Hwy 24 to Brantford Rd, Delhi									975,000			975,000			(878,000)		(97,000)	(975,000)
5532811 Thompson Rd W - Hwy 24 to Washington, Waterford										1,097,000		1,097,000			(988,000)		(109,000)	(1,097,000)
5532915 Thompson Rd E - Villa Nova to County Line, Waterfo										1,124,000		1,124,000			(1,012,000)		(112,000)	(1,124,000)
5532916 Park Rd - Windham Rd 13 to CN Railway, Simcoe										500,000		500,000			(450,000)		(50,000)	(500,000)
5532917 Fourteenth St W - Park Rd to Norfolk St, Simcoe										749,000		749,000			(674,000)		(75,000)	(749,000)
5532918 Cockshutt Rd - Norfolk Rd 19 to Conc 3 Townsend, S										500,000		500,000			(450,000)		(50,000)	(500,000)
5532919 Thompson Rd E - Duncombe Rd to Cockshutt Rd, Wa										999,000		999,000			(899,000)		(100,000)	(999,000)
5532920 Brantford Rd - Windham Rd 12 to Windham Rd 11, D										500,000		500,000			(450,000)		(50,000)	(500,000)
5532921 Nixon Rd - Windham Rd 14 to Windham Rd 13, Delhi										437,000		437,000			(390,000)		(47,000)	(437,000)
5532922 St Johns Rd - Forestry Farm Rd to 1km E of Turkey F										2,623,000		2,623,000			(2,361,000)		(262,000)	(2,623,000)
5533023 Norfolk Rd 19 - Bealton to County Line, Bealton											1,254,000	1,254,000			(1,129,000)		(125,000)	(1,254,000)
5533102 2031 Asphalt Resurfacing Program											4,736,000	4,736,000			(4,262,000)		(474,000)	(4,736,000)
Total Rural Asphalt Resurfacing Program		5,126,000	5,929,000	5,563,000	8,190,000	7,875,000	6,007,000	6,537,000	6,579,000	7,432,000	5,990,000	65,228,000		(11,632,000)	(47,156,000)		(6,440,000)	(65,228,000)
Urban Asphalt Resurfacing Program																		
5532239 Delhi - Gage, Courtney, Smith, Peel & Hawtrey		466,000										466,000			(466,000)			(466,000)
5532240 Port Dover - Greenock St W & Thompson Dr		395,000										395,000			(395,000)			(395,000)
5532328 Port Rowan - College & Erie			190,000									190,000			(190,000)			(190,000)
5532329 Waterford - Russell, Ross & Hill			94,000									94,000			(94,000)			(94,000)
5532330 Simcoe - Thomson, Kennedy, Virginia, Stephens & A			442,000									442,000			(442,000)			(442,000)
5532436 Waterford - Slaght, Lingwood, Fairview, Orchard & Br				387,000								387,000			(387,000)			(387,000)
5532437 Simcoe - Douglas, Miller & Brock				377,000								377,000			(377,000)			(377,000)
5532529 2025 Urban Asphalt Program					773,000							773,000			(773,000)			(773,000)
5532625 2026 Urban Asphalt Program						792,000						792,000			(792,000)			(792,000)
5532719 2027 Urban Asphalt Program							812,000					812,000			(812,000)			(812,000)
5532812 2028 Urban Asphalt Program								832,000				832,000			(832,000)			(832,000)
5532923 2029 Urban Asphalt Program									853,000			853,000			(853,000)			(853,000)
5533024 2030 Urban Asphalt Program										874,000		874,000			(874,000)			(874,000)
5533104 2031 Urban Asphalt Program											896,000	896,000			(896,000)			(896,000)
Total Urban Asphalt Resurfacing Program		861,000	726,000	764,000	773,000	792,000	812,000	832,000	853,000	874,000	896,000	8,183,000			(8,183,000)			(8,183,000)



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
Surface Treatment Program																		
5632204 2022 Surface Treatment Program		2,735,000										2,735,000			(2,735,000)			(2,735,000)
5632304 2023 Surface Treatment Program			2,803,000									2,803,000			(2,803,000)			(2,803,000)
5632404 2024 Surface Treatment Program				2,873,000								2,873,000			(2,873,000)			(2,873,000)
5632505 2025 Surface Treatment Program					2,945,000							2,945,000			(2,945,000)			(2,945,000)
5632601 2026 Surface Treatment Program						3,019,000						3,019,000			(3,019,000)			(3,019,000)
5632701 2027 Surface Treatment Program							3,095,000					3,095,000			(3,095,000)			(3,095,000)
5632801 2028 Surface Treatment Program								3,172,000				3,172,000			(3,172,000)			(3,172,000)
5632901 2029 Surface Treatment Program									3,250,000			3,250,000			(3,250,000)			(3,250,000)
5633002 2030 Surface Treatment Program										3,332,000		3,332,000			(3,332,000)			(3,332,000)
5533103 2031 Surface Treatment Program											3,415,000	3,415,000			(3,415,000)			(3,415,000)
Total Surface Treatment Program		2,735,000	2,803,000	2,873,000	2,945,000	3,019,000	3,095,000	3,172,000	3,250,000	3,332,000	3,415,000	30,639,000			(30,639,000)			(30,639,000)
Bridge Rehabilitation Program																		
5532220 Structure 983701 - Swimming Pool Road Bridge	156,000	1,486,000										1,486,000		(1,486,000)				(1,486,000)
5532125 Structure 010046 - Lot 23 Concession 11 Townsend	120,000	794,000										794,000			(794,000)			(794,000)
5532226 Structure 000004 - Victoria St. Bridge	165,000	1,128,000										1,128,000			(1,128,000)			(1,128,000)
5532304 Structure 010045 - Lot 23 Concession 12 Townsend	120,000	897,000										897,000	(448,000)		(449,000)			(897,000)
5532227 Structure 000305 - Big Creek E 1/4 Line Bridge	127,000	1,335,000										1,462,000		(1,462,000)				(1,462,000)
5532234 Structure P000012 - Rotary Bridge Rehabilitation		139,000										139,000			(139,000)			(139,000)
5532317 Structure 002118 - East 1/4 Line Culvert		95,000	619,000									714,000		(714,000)				(714,000)
5532318 Structure 982404 - Young Creek Bridge		163,000	1,665,000									1,828,000		(1,828,000)				(1,828,000)
5532410 Structure 000205 - Lot 21 Conc 13 Windham		87,000	220,000									307,000		(307,000)				(307,000)
5532332 Pedestrian Structure Removals (P00004,P00005,P00006)		221,000										221,000			(221,000)			(221,000)
5532414 Structure 984202 - Port Royal Bridge			115,000	1,335,000								1,450,000		(1,450,000)				(1,450,000)
5532605 Structure D00006 - Lot 11 Conc 3 Rd Windham Bridg			146,000	1,536,000								1,682,000		(1,682,000)				(1,682,000)
5532606 Removal of Structure D00022 - East Street Underpas			38,000	109,000								147,000			(147,000)			(147,000)
5532413 Structure 982402 - Bloomsburg Bridge				138,000	765,000							903,000		(903,000)				(903,000)
5532502 Structure 986003 - Big Creek 5th Conc Rd Bridge				132,000	1,380,000							1,512,000		(1,512,000)				(1,512,000)
5532516 Structure 000006 - Norfolk St. Bridge South				127,000	1,215,000							1,342,000		(1,342,000)				(1,342,000)
5532517 Structure 000018 - 13th Street West Arch				73,000	232,000							305,000		(305,000)				(305,000)
5532526 Structure P000010 - Cedar St. Bridge Rehabilitation					85,000							85,000			(85,000)			(85,000)
5532603 Structure 000104 - Big Creek 6th Concession Bridge					131,000	1,358,000						1,489,000		(1,489,000)				(1,489,000)
5532604 Structure 000106 - Big Creek 3rd Concession Bridge					126,000	1,415,000						1,541,000		(1,541,000)				(1,541,000)
5532609 Structure 002404 - Lot 42 Con HI NTR Middleton					110,000	509,000						619,000		(619,000)				(619,000)
5532617 Structure 000303 - Big Creek 8th Concession Bridge						210,000	1,968,000					2,178,000		(2,178,000)				(2,178,000)
5532703 Structure 986002 - Big Creek Conc 5 Rd Overflow						119,000	580,000					699,000		(699,000)				(699,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5532704 Structure 010096 - Milk Factory Culvert						121,000	595,000					716,000		(716,000)				(716,000)
5532708 Structure 010049 - Nanticoke Creek Bridge							152,000	970,000				1,122,000		(1,122,000)				(1,122,000)
5532709 Structure 002122 - Dedrick Creek 4th Conc Bridge							56,000	121,000				177,000		(177,000)				(177,000)
5532710 Structure 030050 - Lot 20 Conc 12 Road Culvert							100,000	485,000				585,000		(585,000)				(585,000)
5532711 Structure 002038 - Graves Side Road Culvert							102,000	439,000				541,000		(541,000)				(541,000)
5532901 Structure D00003 - Lot 24 Conc 2 Windham, Windha							92,000	916,000				1,008,000	(504,000)		(504,000)			(1,008,000)
5532307 Structure 982101 - Lynedoch Bridge								113,000	1,219,000			1,332,000		(1,332,000)				(1,332,000)
5532902 Structure 010033 - Dunn's Bridge on Conc 6 Woodh								111,000	952,000			1,063,000		(1,063,000)				(1,063,000)
5532903 Structure 985902 - Big Creek Bridge Hwy 59, Pt Row								135,000	1,708,000			1,843,000		(1,843,000)				(1,843,000)
5532908 Structure D00025 - Vittoria Dam									124,000	1,110,000		1,234,000		(1,234,000)				(1,234,000)
5532909 Structure 974203 - Rohrer Culvert Replacement									110,000	557,000		667,000			(667,000)			(667,000)
5532910 Structure 972101 - Venison Creek Culvert									110,000	588,000		698,000			(698,000)			(698,000)
5532911 Structure D00018 - Western Ave Bridge									114,000	1,175,000		1,289,000			(1,289,000)			(1,289,000)
5532912 Structure 974200 - Houghton Lake Erie Culvert									107,000	556,000		663,000			(663,000)			(663,000)
5532913 Structure D00020 - Old Mill Road									115,000	880,000		995,000			(995,000)			(995,000)
5533035 Structure 030046 - Lot 18 Concession 12										112,000	474,000	586,000			(586,000)			(586,000)
5533036 Structure 010064 - Hay Creek Dam										162,000	256,000	418,000			(418,000)			(418,000)
5533037 Structure 030071 - Lot 18-19 Concession 12 Townse										111,000	436,000	547,000			(547,000)			(547,000)
5533038 Structure 984502 - Deer Creek Dam										160,000	1,538,000	1,698,000			(1,698,000)			(1,698,000)
5533039 Structure 000204 - Lot 17 Concession 4-5										106,000	410,000	516,000			(516,000)			(516,000)
Total Bridge Rehabilitation Program	561,000	4,916,000	4,359,000	3,450,000	4,044,000	3,732,000	3,645,000	3,290,000	4,559,000	5,517,000	3,114,000	40,626,000	(952,000)	(28,130,000)	(11,544,000)			(40,626,000)
Bridge Sustainability Program																		
5532247 Teeterville Bridge Removal		50,000										50,000			(50,000)			(50,000)
5532320 2023 Bridge Sustainability Program			318,000									318,000		(318,000)				(318,000)
5532520 2025 Bridge Sustainability Program					330,000							330,000		(330,000)				(330,000)
5532712 2027 Bridge Sustainability Program							342,000					342,000		(342,000)				(342,000)
5532905 2029 Bridge Sustainability Program									354,000			354,000			(354,000)			(354,000)
5533105 2031 Bridge Sustainability Program											366,000	366,000			(366,000)			(366,000)
Total Bridge Sustainability Program		50,000	318,000		330,000		342,000		354,000		366,000	1,760,000		(990,000)	(770,000)			(1,760,000)
Drainage Engineering & Construction Program																		
5932203 Southern Turkey Point Drainage System		513,000										513,000	(196,000)	(317,000)				(513,000)
5931049 D5048 - JA Smith Drain		72,000										72,000	(30,000)	(42,000)				(72,000)
5931088 D5087 - Angling Road Drain		200,000										200,000	(150,000)	(50,000)				(200,000)
5931098 D5099 - FR Gregory Drain		250,000										250,000	(99,000)	(151,000)				(250,000)
5931117 D5118 - VanLoon Drain		125,000										125,000	(50,000)	(75,000)				(125,000)
5931144 D5145 - Langtry Drain		779,000										779,000	(388,000)	(391,000)				(779,000)



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					TOTAL FUNDING (2022 to 2031)
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	
5931174 D5175 - Ninth Concession Drain		750,000										750,000	(374,000)	(376,000)				(750,000)
5931224 D5195 - Causyn Subdivision Drain		10,000										10,000	(10,000)					(10,000)
5931326 D5207 - Pettinger Drain		55,000										55,000	(53,000)	(2,000)				(55,000)
5931328 D5209 - Zdriluk Drain		502,000										502,000	(435,000)	(67,000)				(502,000)
5932201 2022 Drainage Construction Engineering		151,000										151,000		(151,000)				(151,000)
5932301 2023 Drainage Engineering & Construction Program			3,152,000									3,152,000	(1,576,000)	(1,576,000)				(3,152,000)
5932401 2024 Drainage Engineering & Construction Program				3,231,000								3,231,000	(1,616,000)	(1,615,000)				(3,231,000)
5932501 2025 Drainage Engineering & Construction Program					3,312,000							3,312,000	(1,656,000)	(1,656,000)				(3,312,000)
5932601 2026 Drainage Engineering & Construction Program						3,395,000						3,395,000	(1,697,000)	(1,698,000)				(3,395,000)
5932701 2027 Drainage Engineering & Construction Program							1,084,000					1,084,000	(542,000)	(542,000)				(1,084,000)
5932801 2028 Drainage Engineering & Construction Program								1,105,000				1,105,000	(552,000)	(553,000)				(1,105,000)
5932901 2029 Drainage Engineering & Construction Program									1,126,000			1,126,000	(563,000)	(563,000)				(1,126,000)
5933001 2030 Drainage Engineering & Construction Program										1,148,000		1,148,000	(574,000)	(574,000)				(1,148,000)
5933101 2031 Drainage Engineering & Construction Program											1,177,000	1,177,000	(588,000)	(589,000)				(1,177,000)
Total Drainage Engineering & Construction Program		3,407,000	3,152,000	3,231,000	3,312,000	3,395,000	1,084,000	1,105,000	1,126,000	1,148,000	1,177,000	22,137,000	(11,139,000)	(10,998,000)				(22,137,000)
Sidewalks & Walkways Reconstruction																		
5532216 2022 Sidewalks & Walkways Reconstruction		208,000										208,000			(208,000)			(208,000)
5532312 2023 Sidewalks & Walkways Reconstruction			210,000									210,000			(210,000)			(210,000)
5532242 Rotary Trail at Verral Bridge				119,000								119,000			(119,000)			(119,000)
5532412 2024 Sidewalks & Walkways Reconstruction				215,000								215,000			(215,000)			(215,000)
5532503 2025 Sidewalks & Walkways Reconstruction					221,000							221,000			(221,000)			(221,000)
5532601 2026 Sidewalks & Walkways Reconstruction						226,000						226,000			(226,000)			(226,000)
5532701 2027 Sidewalks & Walkways Reconstruction							232,000					232,000			(232,000)			(232,000)
5532803 2028 Sidewalks & Walkways Reconstruction								238,000				238,000			(238,000)			(238,000)
5532906 2029 Sidewalks & Walkways Reconstruction									244,000			244,000			(244,000)			(244,000)
5533021 2030 Sidewalks & Walkways Reconstruction										250,000		250,000			(250,000)			(250,000)
5533106 2031 Sidewalks & Walkways Reconstruction											256,000	256,000			(256,000)			(256,000)
Total Sidewalks & Walkways Reconstruction		208,000	210,000	334,000	221,000	226,000	232,000	238,000	244,000	250,000	256,000	2,419,000			(2,419,000)			(2,419,000)
Storm Water Pond Rehabilitation Program																		
5532243 Inglewood Estates (SWM5) Stormwater Management		37,000										37,000			(37,000)			(37,000)
5532244 Lynn River Heights Phase 1 (SWM8) Stormwater Man		256,000										256,000			(256,000)			(256,000)
5532333 Somerset (SWM6) Stormwater Management Facility			54,000									54,000			(54,000)			(54,000)
5531454 Judd Industrial Park Storm Water Pond				194,000								194,000			(194,000)			(194,000)
5532720 Pine Ridge Estates (SWM13) Stormwater Manageme							117,000					117,000			(117,000)			(117,000)
5532817 Silver Lake Estates (SWM32) Stormwater Manageme								52,000				52,000			(52,000)			(52,000)
Total Storm Water Pond Rehabilitation Program		293,000	54,000	194,000			117,000	52,000				710,000			(710,000)			(710,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					TOTAL FUNDING (2022 to 2031)
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	
Other Replacements																		
5932205 GPS System Replacement - Survey Equipment		24,000										24,000				(24,000)		(24,000)
Total Other Replacements		24,000										24,000				(24,000)		(24,000)
Total Engineering	1,744,000	27,517,000	30,899,000	28,611,000	36,630,000	34,188,000	34,531,000	28,734,000	29,941,000	29,820,000	32,158,000	313,029,000	(12,237,000)	(57,432,000)	(235,794,000)	(67,000)	(7,499,000)	(313,029,000)
Environmental Services - Waste Management																		
Tom Howe Management Program																		
5732207 Tom Howe Landfill Gas Flare Shell Upgrade		279,000										279,000			(279,000)			(279,000)
Total Tom Howe Management Program		279,000										279,000			(279,000)			(279,000)
Total Environmental Services - Waste Management		279,000										279,000			(279,000)			(279,000)
Water Operations																		
Water Equipment Replacements/Upgrades Program																		
5832212 Safety Equipment - Simcoe Water Tower		154,000										154,000			(139,000)		(15,000)	(154,000)
5832214 Motor Control Centre Replacement - Simcoe NW Wel		25,000	100,000									125,000			(112,000)		(13,000)	(125,000)
5832215 Valve Replacement - Cedar St Booster Station		31,000										31,000			(28,000)		(3,000)	(31,000)
5832216 Motor Control Centre Replacement - Cedar St		15,000	64,000									79,000			(71,000)		(8,000)	(79,000)
5832218 Highlift Pump Rebuilds - Simcoe NW Reservoir		29,000										29,000			(26,000)		(3,000)	(29,000)
5832219 Generator Replacement - Port Dover Water Tower		15,000										15,000			(13,000)		(2,000)	(15,000)
5832220 Pump Rehabilitation - Waterford WTP		55,000										55,000			(49,000)		(6,000)	(55,000)
5832221 Motor Control Centre Replacement - Delhi Well #1		10,000	53,000									63,000			(57,000)		(6,000)	(63,000)
5832222 Pump Rebuild/Replacement - Port Dover WTP		136,000										136,000			(122,000)		(14,000)	(136,000)
5832305 2023 Water Equipment Replacements & Upgrades			106,000									106,000			(95,000)		(11,000)	(106,000)
5832318 Pump Rehabilitation - St Williams Booster Station			5,000									5,000			(4,000)		(1,000)	(5,000)
5832323 Generator Replacement - Cedar St Booster Station			158,000									158,000			(142,000)		(16,000)	(158,000)
5832404 2024 Water Equipment Replacements & Upgrades				109,000								109,000			(98,000)		(11,000)	(109,000)
5832415 Water Flow Meter Replacement (4)				36,000								36,000			(32,000)		(4,000)	(36,000)
5832416 Well Generator Replacement (2)				109,000								109,000			(98,000)		(11,000)	(109,000)
5832502 2025 Water Equipment Replacements & Upgrades					112,000							112,000			(101,000)		(11,000)	(112,000)
5832603 2026 Water Equipment Replacements & Upgrades						115,000						115,000			(103,000)		(12,000)	(115,000)
5832614 GAC Filter Replacement - Port Rowan						226,000						226,000			(203,000)		(23,000)	(226,000)
5832704 2027 Water Equipment Replacements & Upgrades							118,000					118,000			(106,000)		(12,000)	(118,000)
5832711 Pump Replacement/Rebuild - Cedar St Booster Static							96,000					96,000			(86,000)		(10,000)	(96,000)
5832802 2028 Water Equipment Replacements & Upgrades								121,000				121,000			(109,000)		(12,000)	(121,000)
5832811 Generator Replacement - Delhi Well								196,000				196,000			(176,000)		(20,000)	(196,000)
5832812 Motor Control Centre Replacement - Delhi Well 2								74,000				74,000			(67,000)		(7,000)	(74,000)
5832901 2029 Water Equipment Replacements & Upgrades									124,000			124,000			(112,000)		(12,000)	(124,000)
5832908 Generator Replacement - Waterford WTP									201,000			201,000			(181,000)		(20,000)	(201,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5832909 Motor Control Centre Replacement - Waterford WTP									76,000			76,000			(68,000)		(8,000)	(76,000)
5833001 2030 Water Equipment Replacements & Upgrades										127,000		127,000			(114,000)		(13,000)	(127,000)
5833008 Generator Replacement - Courtland Booster										93,000		93,000			(84,000)		(9,000)	(93,000)
5833011 Generator Replacement - Simcoe NW Reservoir										206,000		206,000			(185,000)		(21,000)	(206,000)
5833012 Motor Control Centre Replacement - Simcoe NW Res										78,000		78,000			(70,000)		(8,000)	(78,000)
5833101 2031 Water Equipment Replacements & Upgrades											130,000	130,000			(117,000)		(13,000)	(130,000)
5833103 Motor Control Centre Replacement - Simcoe NW WTP												232,000			(209,000)		(23,000)	(232,000)
5833104 Transformer Replacement - Simcoe NW WTP												40,000			(36,000)		(4,000)	(40,000)
5833105 Motor Control Centre Replacement - Port Dover WTP												153,000			(138,000)		(15,000)	(153,000)
Total Water Equipment Replacements/Upgrades Program		470,000	486,000	254,000	112,000	341,000	214,000	391,000	401,000	504,000	555,000	3,728,000			(3,351,000)		(377,000)	(3,728,000)
Well Rehabilitation Program																		
5832206 2022 Well Rehabilitation Program - Simcoe		220,000										220,000			(220,000)			(220,000)
5832207 2022 Well Rehabilitation Program - Waterford		105,000										105,000			(105,000)			(105,000)
5832309 2023 Well Rehabilitation Program - Simcoe			161,000									161,000			(161,000)			(161,000)
5832310 2023 Well Rehabilitation Program - Delhi			89,000									89,000			(89,000)			(89,000)
5832319 2023 Well Rehabilitation Program - Waterford			106,000									106,000			(106,000)			(106,000)
5832406 2024 Well Rehabilitation Program - Simcoe				165,000								165,000			(165,000)			(165,000)
5832417 2024 Well Rehabilitation Program - Delhi				38,000								38,000			(38,000)			(38,000)
5832504 2025 Well Rehabilitation Program - Simcoe					209,000							209,000			(209,000)			(209,000)
5832602 2026 Well Rehabilitation Program - Simcoe						205,000						205,000			(205,000)			(205,000)
5832615 2026 Well Rehabilitation Program - Delhi						80,000						80,000			(80,000)			(80,000)
5832701 2027 Well Rehabilitation Program - Simcoe							313,000					313,000			(313,000)			(313,000)
5832706 2027 Well Rehabilitation Program - Waterford							62,000					62,000			(62,000)			(62,000)
5832806 2028 Well Rehabilitation Program - Simcoe								218,000				218,000			(218,000)			(218,000)
5832807 2028 Well Rehabilitation Program - Delhi								58,000				58,000			(58,000)			(58,000)
5832813 2028 Well Rehabilitation Program - Waterford								42,000				42,000			(42,000)			(42,000)
5832903 2029 Well Rehabilitation Program - Delhi									58,000			58,000			(58,000)			(58,000)
5832904 2029 Well Rehabilitation Program - Simcoe									244,000			244,000			(244,000)			(244,000)
5833005 2030 Well Rehabilitation Program - Simcoe										226,000		226,000			(226,000)			(226,000)
5833107 2031 Well Rehabilitation Program - Simcoe											223,000	223,000			(223,000)			(223,000)
5833108 2031 Well Rehabilitation Program - Delhi											90,000	90,000			(90,000)			(90,000)
Total Well Rehabilitation Program		325,000	356,000	203,000	209,000	285,000	375,000	318,000	302,000	226,000	313,000	2,912,000			(2,912,000)			(2,912,000)
Supervisory Control & Data Acquisition Replacements Program																		
5832204 2022 SCADA Replacements - Water		84,000										84,000			(84,000)			(84,000)
5832224 2022 PLC Replacement - Simcoe Water Tower and (31,000										31,000			(31,000)			(31,000)
5832225 2022 Historian Server Replacement - Cedar St		18,000										18,000			(18,000)			(18,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5832304 2023 SCADA Replacements - Water			94,000									94,000			(94,000)			(94,000)
5832320 2023 PLC Replacements - Simcoe NW Well			32,000									32,000			(32,000)			(32,000)
5832321 2023 Historian Server Replacements			94,000									94,000			(94,000)			(94,000)
5832403 2024 SCADA Replacements - Water				119,000								119,000			(119,000)			(119,000)
5832505 2025 SCADA Replacements - Water					122,000							122,000			(122,000)			(122,000)
5832601 2026 SCADA Replacements - Water						135,000						135,000			(135,000)			(135,000)
5832617 2026 Historian Server Replacement - Cedar St						20,000						20,000			(20,000)			(20,000)
5832702 2027 SCADA Replacements - Water							144,000					144,000			(144,000)			(144,000)
5832713 2027 Historian Server Replacements							103,000					103,000			(103,000)			(103,000)
5832804 2028 SCADA Replacements - Water								152,000				152,000			(152,000)			(152,000)
5832905 2029 SCADA Replacements - Water									166,000			166,000			(166,000)			(166,000)
5833003 2030 SCADA Replacements - Water										144,000		144,000			(144,000)			(144,000)
5833013 2030 Historian Server Replacement - Cedar St										22,000		22,000			(22,000)			(22,000)
5833014 2030 PLC Replacements										104,000		104,000			(104,000)			(104,000)
5833109 2031 SCADA Replacements - Water											145,000	145,000			(145,000)			(145,000)
5833110 2031 Historian Server Replacements											115,000	115,000			(115,000)			(115,000)
5833111 2031 PLC Replacements											76,000	76,000			(76,000)			(76,000)
Total Supervisory Control & Data Acquisition Replacement		133,000	220,000	119,000	122,000	155,000	247,000	152,000	166,000	270,000	336,000	1,920,000			(1,920,000)			(1,920,000)
Other Replacements																		
5831806 Doan's Hollow Water Facility Decommissioning		86,000										86,000			(86,000)			(86,000)
5832217 Transformer Replacements - Cedar St		256,000										256,000			(256,000)			(256,000)
5832114 Delhi Filter Plant Decommissioning			52,000		562,000							614,000			(614,000)			(614,000)
5832808 Elevated Storage Tank Repair/Painting - Port Dover			3,604,000									3,604,000			(3,604,000)			(3,604,000)
5832809 Pt Rowan - St William Transmission Wtrmn - Ph 2/2				324,000	4,966,000							5,290,000			(5,290,000)			(5,290,000)
5832510 Waterford Elevated Water Storage Tank					3,818,000							3,818,000			(764,000)	(3,054,000)		(3,818,000)
5832616 Courtland Booster Station Rehabilitation & Inspection						74,000						74,000			(74,000)			(74,000)
5832712 Standpipe Rehabilitation - Delhi							1,664,000					1,664,000			(1,664,000)			(1,664,000)
5833007 Simcoe Water Tower Replacement								1,478,000	5,913,000			7,391,000		(7,391,000)				(7,391,000)
5833009 Water Tower Rehabilitation - Port Rowan									1,080,000			1,080,000			(1,080,000)			(1,080,000)
5833010 Standpipe Rehabilitation - Waterford									1,511,000			1,511,000			(1,511,000)			(1,511,000)
5833102 Well UV System - Delhi										385,000		385,000			(385,000)			(385,000)
5833106 UV System Replacement - Cedar St										602,000		602,000			(602,000)			(602,000)
Total Other Replacements		342,000	3,656,000	324,000	9,346,000	74,000	1,664,000		1,478,000	8,504,000	987,000	26,375,000		(7,391,000)	(15,930,000)		(3,054,000)	(26,375,000)
Total Water Operations		1,270,000	4,718,000	900,000	9,789,000	855,000	2,500,000	861,000	2,347,000	9,504,000	2,191,000	34,935,000		(7,391,000)	(24,113,000)		(3,431,000)	(34,935,000)
Wastewater Operations																		
Wastewater Equipment Replacements/Upgrades Progra																		



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5832227 Pump Rebuilds		77,000										77,000			(69,000)		(8,000)	(77,000)
5832228 Primary Sludge Pump (2) - Simcoe WWTP		36,000										36,000			(32,000)		(4,000)	(36,000)
5832302 2023 Wastewater Equip Replacements & Upgrades			362,000									362,000			(326,000)		(36,000)	(362,000)
5832402 2024 Wastewater Equip Replacements & Upgrades				371,000								371,000			(334,000)		(37,000)	(371,000)
5832503 2025 Wastewater Equip Replacements & Upgrades					380,000							380,000			(342,000)		(38,000)	(380,000)
5832604 2026 Wastewater Equip Replacements & Upgrades						390,000						390,000			(351,000)		(39,000)	(390,000)
5832705 2027 Wastewater Equip Replacements & Upgrades							400,000					400,000			(360,000)		(40,000)	(400,000)
5832803 2028 Wastewater Equip Replacements & Upgrades								410,000				410,000			(369,000)		(41,000)	(410,000)
5832902 2029 Wastewater Equip Replacements & Upgrades									420,000			420,000			(378,000)		(42,000)	(420,000)
5833002 2030 Wastewater Equip Replacements & Upgrades										431,000		431,000			(388,000)		(43,000)	(431,000)
5833112 2031 Wastewater Equip Replacements & Upgrades											442,000	442,000			(398,000)		(44,000)	(442,000)
Total Wastewater Equipment Replacements/Upgrades Proj		113,000	362,000	371,000	380,000	390,000	400,000	410,000	420,000	431,000	442,000	3,719,000			(3,347,000)		(372,000)	(3,719,000)
Supervisory Control & Data Acquisition Replacements F																		
5832202 2022 SCADA Replacements - Wastewater		68,000										68,000			(68,000)			(68,000)
5832234 2022 Historian Server Replacements		25,000										25,000			(25,000)			(25,000)
5832301 2023 SCADA Replacements - Wastewater			59,000									59,000			(59,000)			(59,000)
5832322 2023 PLC Replacements - Port Dover WWTP			72,000									72,000			(72,000)			(72,000)
5832401 2024 SCADA Replacements - Wastewater				60,000								60,000			(60,000)			(60,000)
5832418 2024 PLC Replacement - Port Rowan SPS 1 Front R				16,000								16,000			(16,000)			(16,000)
5832419 2024 Historian Server Replacements				66,000								66,000			(66,000)			(66,000)
5832506 2025 SCADA Replacements - Wastewater					64,000							64,000			(64,000)			(64,000)
5832516 2025 PLC Replacements - Simcoe WWTP					76,000							76,000			(76,000)			(76,000)
5832605 2026 SCADA Replacements - Wastewater						98,000						98,000			(98,000)			(98,000)
5832618 2026 SPS PLC Replacements - Various SPS						59,000						59,000			(59,000)			(59,000)
5832619 2026 Historian Server Replacements						29,000						29,000			(29,000)			(29,000)
5832703 2027 SCADA Replacements - Wastewater							76,000					76,000			(76,000)			(76,000)
5832714 2027 PLC Replacements - Port Rowan WTP & Variou								126,000				126,000			(126,000)			(126,000)
5832805 2028 SCADA Replacements - Wastewater								78,000				78,000			(78,000)			(78,000)
5832816 2028 PLC Replacements - Various SPS								129,000				129,000			(129,000)			(129,000)
5832817 2028 Historian Server Replacements								74,000				74,000			(74,000)			(74,000)
5832906 2029 SCADA Replacements - Wastewater									101,000			101,000			(101,000)			(101,000)
5833004 2030 SCADA Replacements - Wastewater										85,000		85,000			(85,000)			(85,000)
5833016 2030 PLC Replacements - Delhi WWTP & Various SF										190,000		190,000			(190,000)			(190,000)
5833017 2030 Historian Server Replacements										33,000		33,000			(33,000)			(33,000)
5833113 2031 SCADA Replacements - Wastewater											87,000	87,000			(87,000)			(87,000)
5833114 2031 PLC Replacements - Simcoe WWTP & Various											106,000	106,000			(106,000)			(106,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
Total Supervisory Control & Data Acquisition Replacement		93,000	131,000	142,000	140,000	186,000	202,000	281,000	101,000	308,000	193,000	1,777,000			(1,777,000)			(1,777,000)
Other Replacements																		
5831943 Hillside Drive Pumping Station Upgrades	150,000		92,000	536,000								628,000			(628,000)			(628,000)
5832003 Membrane Filter and LEAP System Conversion - Port			734,000									734,000			(734,000)			(734,000)
5832515 Port Dover SPS 2 Lynn St Repl/Rehab					602,000							602,000			(602,000)			(602,000)
5832814 Media Filter Replacement - Delhi WWTP								178,000				178,000			(178,000)			(178,000)
5832815 UV Bulb Replacement - Delhi WWTP								42,000				42,000			(42,000)			(42,000)
5833015 Media Replacement - Simcoe WWTP - Recent Rebuil										345,000		345,000			(345,000)			(345,000)
5832801 SAGR Media Replacement - Waterford WWTP											290,000	290,000			(290,000)			(290,000)
Total Other Replacements	150,000		826,000	536,000	602,000			220,000		345,000	290,000	2,819,000			(2,819,000)			(2,819,000)
Total Wastewater Operations	150,000	206,000	1,319,000	1,049,000	1,122,000	576,000	602,000	911,000	521,000	1,084,000	925,000	8,315,000			(7,943,000)		(372,000)	(8,315,000)
Total Environmental & Infrastructure Services	1,894,000	29,272,000	36,936,000	30,560,000	47,541,000	35,619,000	37,633,000	30,506,000	32,809,000	40,408,000	35,274,000	356,558,000	(12,237,000)	(64,823,000)	(268,129,000)	(67,000)	(11,302,000)	(356,558,000)
Health & Social Services																		
Haldimand Norfolk Health Unit																		
Other Replacements																		
6532202 Dental Chair & Cabinetry Replacement - Simcoe		60,000										60,000	(60,000)					(60,000)
Total Other Replacements		60,000										60,000	(60,000)					(60,000)
Total Haldimand Norfolk Health Unit		60,000										60,000	(60,000)					(60,000)
Norview Lodge																		
Bathing System Replacement Program																		
6332214 2022 Shower Panels (3)		18,000										18,000			(18,000)			(18,000)
6331908 2023 Therapeutic Bathing System (2)			76,000									76,000			(76,000)			(76,000)
6332103 2025 Therapeutic Bathing System (1)					38,000							38,000			(38,000)			(38,000)
6332209 2026 Therapeutic Bathing System (1)						38,000						38,000			(38,000)			(38,000)
6332602 2026 Shower Panels (5)						30,000						30,000			(30,000)			(30,000)
6333010 2030 Shower Panel (1)										5,000		5,000			(5,000)			(5,000)
Total Bathing System Replacement Program		18,000	76,000		38,000	68,000				5,000		205,000			(205,000)			(205,000)
Lift Replacement Program																		
6332104 2022 Mobile Sling Lift (5)		75,000										75,000			(75,000)			(75,000)
6332113 2022 Standing/Raising Aid Lift (5)		35,000										35,000			(35,000)			(35,000)
6332203 2023 Standing/Raising Aid Lift (1)			7,000									7,000			(7,000)			(7,000)
6332204 2023 Mobile Sling Lift (2)			30,000									30,000			(30,000)			(30,000)
6332509 2025 Hygiene Lift Chair (3)					36,000							36,000			(36,000)			(36,000)
6332513 2025 Mobile Sling Lift (3)					45,000							45,000			(45,000)			(45,000)
6332603 2026 Hygiene Lift Chair (5)						60,000						60,000			(60,000)			(60,000)
6332611 2026 Mobile Sling Lift (7)						105,000						105,000			(105,000)			(105,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
6332705 2027 Standing/Raising Aid Lift (10)							70,000					70,000			(70,000)			(70,000)
6332013 2029 Standing/Raising Aid Lift (2)									14,000			14,000			(14,000)			(14,000)
6332905 2029 Mobile Sling Lift (1)									15,000			15,000			(15,000)			(15,000)
6332311 2031 Mobile Sling Lift (1)											15,000	15,000			(15,000)			(15,000)
Total Lift Replacement Program		110,000	37,000		81,000	165,000	70,000		29,000		15,000	507,000			(507,000)			(507,000)
Nursing Equipment Replacement Program																		
6332413 2024 Mobile Blanket Warmer				11,000								11,000			(11,000)			(11,000)
6332307 2028 Mobile Blanket Warmer								22,000				22,000			(22,000)			(22,000)
6333009 Nurse Call Patient Wandering System										11,000		11,000			(11,000)			(11,000)
6333106 Nurse Call System											90,000	90,000			(90,000)			(90,000)
Total Nursing Equipment Replacement Program				11,000				22,000		11,000	90,000	134,000			(134,000)			(134,000)
Laundry Equipment Replacement Program																		
6332405 Clothes Washer - Large 65 lb - (4)				62,000								62,000			(62,000)			(62,000)
6332801 Commercial Clothes Dryer - Small (2)								15,000				15,000			(15,000)			(15,000)
Total Laundry Equipment Replacement Program				62,000				15,000				77,000			(77,000)			(77,000)
Kitchen Replacement Program																		
6332212 2022 Steamer Oven (3)		17,000										17,000			(17,000)			(17,000)
6332213 2022 Walk-In Cooler Compressor (2)		15,000										15,000			(15,000)			(15,000)
6332304 2023 Meat Slicer			7,000									7,000			(7,000)			(7,000)
6332313 2023 Steamer Oven			6,000									6,000			(6,000)			(6,000)
6332102 2024 Ice/Water Dispenser				7,000								7,000			(7,000)			(7,000)
6332412 2024 Steamer Oven				6,000								6,000			(6,000)			(6,000)
6332306 2025 Ice/Water Dispenser					7,000							7,000			(7,000)			(7,000)
6332512 2025 Commercial Dishwasher (2)					30,000							30,000			(30,000)			(30,000)
6332515 2025 Steamer Oven					6,000							6,000			(6,000)			(6,000)
6332610 2026 Commercial Dishwasher (2)						30,000						30,000			(30,000)			(30,000)
6332804 2028 Ice/Water Dispenser								7,000				7,000			(7,000)			(7,000)
6332902 2029 Ice/Water Dispenser									7,000			7,000			(7,000)			(7,000)
6332907 2029 Walk-In Freezer Compressor									9,000			9,000			(9,000)			(9,000)
6332508 2030 Commercial Grill Range/Ovens (2)										32,000		32,000			(32,000)			(32,000)
6333005 2030 Commercial Convection Double Oven										15,000		15,000			(15,000)			(15,000)
6333004 2031 Commercial Stove 2-Burner											5,000	5,000			(5,000)			(5,000)
6333107 2031 Steamer Oven											6,000	6,000			(6,000)			(6,000)
Total Kitchen Replacement Program		32,000	13,000	13,000	43,000	30,000		7,000	16,000	47,000	11,000	212,000			(212,000)			(212,000)
Building & Property Equipment Replacement Program																		
6332501 2025 Heating Boiler					25,000							25,000			(25,000)			(25,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
6332502 Humidification Boiler					30,000							30,000			(30,000)			(30,000)
6332506 Cooling Tower (2)					180,000							180,000			(180,000)			(180,000)
6332109 Air Compressor (2)						10,000						10,000			(10,000)			(10,000)
6332601 2026 Heating Boiler						25,000						25,000			(25,000)			(25,000)
6332609 2026 Hot Water Tank (4)						28,000						28,000			(28,000)			(28,000)
6332701 2027 Heating Boiler							25,000					25,000			(25,000)			(25,000)
6332507 Loading Dock									15,000			15,000			(15,000)			(15,000)
6333101 2031 Hot Water Tank (4)											34,000	34,000			(34,000)			(34,000)
6333108 Needlepoint Biopolar Ionization Units											87,000	87,000			(87,000)			(87,000)
Total Building & Property Equipment Replacement Program					235,000	63,000	25,000		15,000		121,000	459,000			(459,000)			(459,000)
Carpet Replacement Program																		
6332211 2022 Carpet Replacement Program		38,000										38,000			(38,000)			(38,000)
6332310 2023 Carpet Replacement Program			39,000									39,000			(39,000)			(39,000)
6332410 2024 Carpet Replacement Program				40,000								40,000			(40,000)			(40,000)
6332511 2025 Carpet Replacement Program					41,000							41,000			(41,000)			(41,000)
6332607 2026 Carpet Replacement Program						42,000						42,000			(42,000)			(42,000)
6332706 2027 Carpet Replacement Program							43,000					43,000			(43,000)			(43,000)
6332802 2028 Carpet Replacement Program								44,000				44,000			(44,000)			(44,000)
6332901 2029 Carpet Replacement Program									45,000			45,000			(45,000)			(45,000)
6333002 2030 Carpet Replacement Program										46,000		46,000			(46,000)			(46,000)
6333103 2031 Carpet Replacement Program											47,000	47,000			(47,000)			(47,000)
Total Carpet Replacement Program		38,000	39,000	40,000	41,000	42,000	43,000	44,000	45,000	46,000	47,000	425,000			(425,000)			(425,000)
Vehicle Replacement Program																		
6331906 2024 Garden Tractor				30,000								30,000			(30,000)			(30,000)
6332014 2024 Electronic Travel Vehicle				10,000								10,000	(10,000)					(10,000)
6332309 2028 Electronic Travel Vehicle								10,000				10,000	(10,000)					(10,000)
Total Vehicle Replacement Program				40,000				10,000				50,000	(20,000)		(30,000)			(50,000)
Total Norview Lodge		198,000	165,000	166,000	438,000	368,000	138,000	98,000	105,000	109,000	284,000	2,069,000	(20,000)		(2,049,000)			(2,069,000)
Total Health & Social Services		258,000	165,000	166,000	438,000	368,000	138,000	98,000	105,000	109,000	284,000	2,129,000	(80,000)		(2,049,000)			(2,129,000)
Operations																		
Parks																		
Interior Building Upgrades Program																		
7331866 WinDel Park Field House Refurbish - Wtfd Parks			71,000									71,000	(5,000)		(66,000)			(71,000)
7331869 Washroom Refurbishment - SRC Seniors				30,000								30,000			(30,000)			(30,000)
7332313 Pool Building Renovation - Delhi Kinsmen Pool				638,000								638,000			(638,000)			(638,000)
7331952 Replace Floor - Delhi Friendship Centre							32,000					32,000			(32,000)			(32,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
7332012 Dressing Room Refurbishments - Simcoe Talbot Gard							38,000	212,000				250,000			(250,000)			(250,000)
7333105 Floor Replacement - Delhi Arena Multi-Purpose Room											50,000	50,000			(50,000)			(50,000)
Total Interior Building Upgrades Program			71,000	668,000			70,000	212,000			50,000	1,071,000	(5,000)		(1,066,000)			(1,071,000)
Exterior Building Upgrades Program																		
7332220 Window Replacement - Delhi Arena MPR		16,000										16,000			(16,000)			(16,000)
7331853 Front Entrance Upgrade - Langton Arena			61,000									61,000			(61,000)			(61,000)
7331966 Building Envelope Upgrade - Simcoe Recreation Cen				574,000								574,000			(574,000)			(574,000)
7331924 Historical Gazebo Restoration - Lynnwood Park Simc							33,000					33,000			(33,000)			(33,000)
Total Exterior Building Upgrades Program		16,000	61,000	574,000			33,000					684,000			(684,000)			(684,000)
Parking Area Resurfacing Program																		
7331925 Parking Area Resurfacing - Port Dover CC			85,000									85,000				(85,000)		(85,000)
7132101 Parking Area Resurfacing - Culver St (Phase 2)				100,000								100,000			(100,000)			(100,000)
7331914 East Driveway Replacement - Wtfd Arena					29,000							29,000			(29,000)			(29,000)
Total Parking Area Resurfacing Program			85,000	100,000	29,000							214,000				(214,000)		(214,000)
Kitchen Upgrades Program																		
7332041 Commercial Dishwasher - St Williams CC		20,000										20,000			(20,000)			(20,000)
Total Kitchen Upgrades Program		20,000										20,000			(20,000)			(20,000)
Refrigeration Equipment Replacement Program																		
7332507 Desiccant Dehumidifier - Delhi Arena		115,000										115,000			(115,000)			(115,000)
7332408 Plate & Frame Heat Exchanger Regasket - Langton A				25,000								25,000			(25,000)			(25,000)
7332802 Desiccant Dehumidifier - Waterford Arena					116,000							116,000			(116,000)			(116,000)
7332608 Plate & Frame Heat Exchanger - Waterford Arena						28,000						28,000			(28,000)			(28,000)
7332709 Desiccant Dehumidifier - Port Dover Arena							119,000					119,000			(119,000)			(119,000)
7332711 Plate & Frame Heat Exchanger - Delhi Arena							30,000					30,000			(30,000)			(30,000)
7332712 Plate & Frame Heat Exchanger - Port Dover Arena							30,000					30,000			(30,000)			(30,000)
7332801 Desiccant Dehumidifier - Simcoe Talbot Gardens								121,000				121,000			(121,000)			(121,000)
7332807 Plate & Frame Heat Exchanger - Simcoe Talbot Gard								31,000				31,000			(31,000)			(31,000)
7333002 Desiccant Dehumidifier - Langton Arena										126,000		126,000			(126,000)			(126,000)
Total Refrigeration Equipment Replacement Program		115,000	25,000	116,000	28,000	179,000	152,000			126,000		741,000			(741,000)			(741,000)
Ice Resurfacer Replacements Program																		
7332202 Ice Resurfacer & Ice Leveller - Simcoe Talbot Garder			174,000									174,000			(148,000)	(26,000)		(174,000)
7332411 Electric Ice Resurfacer Battery Replacement - Waterf				35,000								35,000			(35,000)			(35,000)
7332606 Ice Resurfacer & Ice Leveller - Langton Arena						175,000						175,000			(150,000)	(25,000)		(175,000)
7332609 Electric Ice Resurfacer Battery Replacement - Port D						35,000						35,000			(35,000)			(35,000)
7332715 Electric Ice Resurfacer Battery - Talbot Gardens Aren							37,000					37,000			(37,000)			(37,000)
7332803 Ice Resurfacer - Waterford Arena								175,000				175,000			(175,000)			(175,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
7332902 Ice Resurfacers - Port Dover Arena									175,000			175,000			(175,000)			(175,000)
7333106 Electric Ice Resurfacers Battery - Langton Arena											41,000	41,000			(41,000)			(41,000)
Total Ice Resurfacers Replacements Program			174,000	35,000		210,000	37,000	175,000	175,000		41,000	847,000			(796,000)	(51,000)		(847,000)
Playground Replacement Program																		
7332104 Lynndale Heights - Playground Replacement			75,000									75,000				(75,000)		(75,000)
7331736 Wellington Park - Playground Rplcmnt & Accessible S					121,000							121,000				(121,000)		(121,000)
7332601 2026 Playground Replacement Program						104,000						104,000				(104,000)		(104,000)
7332704 2027 Playground Replacement Program							106,000					106,000				(106,000)		(106,000)
7332804 2028 Playground Replacement Program								108,000				108,000				(108,000)		(108,000)
7332903 2029 Playground Replacement Program									110,000			110,000				(110,000)		(110,000)
7332203 2030 Playground Replacement Program										112,000		112,000				(112,000)		(112,000)
7333102 2031 Playground Replacement Program											114,000	114,000				(114,000)		(114,000)
Total Playground Replacement Program			75,000		121,000	104,000	106,000	108,000	110,000	112,000	114,000	850,000				(850,000)		(850,000)
Auto Floor Scrubber Replacement Program																		
7332309 Simcoe Talbot Gardens - Auto Floor Scrubber Replac			7,000									7,000			(7,000)			(7,000)
7332209 Waterford Arena - Auto Floor Scrubber Replacement				7,000								7,000			(7,000)			(7,000)
7332611 Langton Arena - Auto Floor Scrubber Replacement						8,000						8,000			(8,000)			(8,000)
7332810 Delhi Arena - Auto Floor Scrubber Replacement								8,000				8,000			(8,000)			(8,000)
Total Auto Floor Scrubber Replacement Program			7,000	7,000		8,000		8,000				30,000			(30,000)			(30,000)
Pool Vacuum Replacement Program																		
7332307 Pool Vacuum Replacement - ACAC			7,000									7,000			(7,000)			(7,000)
7332510 Pool Vacuum Replacement - ACAC					7,000							7,000			(7,000)			(7,000)
7332713 Pool Vacuum Replacement - ACAC							7,000					7,000			(7,000)			(7,000)
7332806 Pool Vacuum Replacement - ACAC									8,000			8,000			(8,000)			(8,000)
7333103 Pool Vacuum Replacement - ACAC											8,000	8,000			(8,000)			(8,000)
Total Pool Vacuum Replacement Program			7,000		7,000		7,000		8,000		8,000	37,000			(37,000)			(37,000)
Steel Light Tower Replacement Program																		
7332010 Waterford Parks - Steel Light Tower Replacements			318,000									318,000		(318,000)				(318,000)
7332108 Courtland Parks - Steel Light Tower Replacements				165,000								165,000				(165,000)		(165,000)
7332306 2025 Steel Light Tower Replacement Program					178,000							178,000				(178,000)		(178,000)
7332405 2026 Steel Light Tower Replacement Program						308,000						308,000				(308,000)		(308,000)
Total Steel Light Tower Replacement Program			318,000	165,000	178,000	308,000						969,000		(318,000)		(651,000)		(969,000)
Oakwood Cemetery Roadway Resurfacing Program																		
7332413 2024 Oakwood Cemetery Roadway Resurfacing				22,000								22,000				(22,000)		(22,000)
7332511 2025 Oakwood Cemetery Roadway Resurfacing					23,000							23,000				(23,000)		(23,000)
7332610 2026 Oakwood Cemetery Roadway Resurfacing						24,000						24,000				(24,000)		(24,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
7332714 2027 Oakwood Cemetery Roadway Resurfacing							25,000					25,000				(25,000)		(25,000)
7332808 2028 Oakwood Cemetery Roadway Resurfacing								26,000				26,000				(26,000)		(26,000)
7332905 2029 Oakwood Cemetery Roadway Resurfacing									27,000			27,000				(27,000)		(27,000)
7333004 2030 Oakwood Cemetery Roadway Resurfacing										28,000		28,000				(28,000)		(28,000)
7333104 2031 Oakwood Cemetery Roadway Resurfacing											29,000	29,000				(29,000)		(29,000)
Total Oakwood Cemetery Roadway Resurfacing Program				22,000	23,000	24,000	25,000	26,000	27,000	28,000	29,000	204,000				(204,000)		(204,000)
Other Replacements																		
7332043 Pool Shell & Filtration System Upgrade - DKP	15,000	275,000										275,000			(275,000)			(275,000)
7331841 Fence Replacement - Walsingham Ball Park		21,000										21,000				(21,000)		(21,000)
7331830 Boundary Fence Replacement - Stalker Park			7,000									7,000				(7,000)		(7,000)
7331856 Tennis Courts Reconstruction - Percy Carter			185,000									185,000		(185,000)				(185,000)
7331864 Park Shop & Compound Repairs - Simcoe Parks			29,000									29,000				(29,000)		(29,000)
7332038 Langton Fieldhouse Refurbishment				60,000								60,000			(60,000)			(60,000)
7332048 Diamond Repairs - Delhi Arena Diamond				28,000								28,000				(28,000)		(28,000)
7332414 Accessible Counter - Lions Ball Park				10,000								10,000	(5,000)			(5,000)		(10,000)
7331844 Fence Replacement - Port Rowan Skatepark					13,000							13,000				(13,000)		(13,000)
7332018 Ice Rink & Seat Deck Overhaul - Talbot Gardens					1,560,000							1,560,000		(1,560,000)				(1,560,000)
7332030 Fence Replacement - Waterford Hellyer Diamond					30,000							30,000				(30,000)		(30,000)
7332117 Infield Resizing - Delhi Main Diamond					33,000							33,000				(33,000)		(33,000)
7331938 Ice Rink Floor&Dasherboard Replace - PD Arena							1,104,000					1,104,000		(1,104,000)				(1,104,000)
7332809 Scoreboard Upgrades - Simcoe Lions' Ball Park								36,000				36,000	(18,000)			(18,000)		(36,000)
7333005 Fence Replacement - Port Rowan Tennis Court										18,000		18,000				(18,000)		(18,000)
Total Other Replacements	15,000	296,000	221,000	98,000	1,636,000	1,104,000	36,000	36,000	18,000	18,000		3,409,000	(23,000)	(2,849,000)	(335,000)	(202,000)		(3,409,000)
Total Parks	15,000	447,000	1,019,000	1,694,000	2,110,000	682,000	1,561,000	717,000	320,000	284,000	242,000	9,076,000	(28,000)	(3,167,000)	(3,709,000)	(2,172,000)		(9,076,000)
Marinas																		
Major Dock Rebuilds Program																		
7632003 PRHM Transient Dock Full Replacement			35,000									35,000			(35,000)			(35,000)
7632401 PDHM Board Replacements Dock 2				75,000								75,000			(75,000)			(75,000)
7632402 PRHM East Side Dock Replacement				36,000								36,000			(36,000)			(36,000)
7632701 PDHM Board Replacements Dock 1											100,000	100,000			(100,000)			(100,000)
7633101 PDHM Dock 1 & Dock 2 Full Replacement											4,500,000	4,500,000	(4,500,000)					(4,500,000)
Total Major Dock Rebuilds Program			35,000	111,000			100,000				4,500,000	4,746,000		(4,500,000)	(246,000)			(4,746,000)
Marina Equipment & Vehicle Replacement Program																		
7632601 PDHM Utility Task Vehicle (UTV)						20,000						20,000			(20,000)			(20,000)
7632602 PDHM Riding Lawn Mower						25,000						25,000			(25,000)			(25,000)
7632603 PDHM Compact Utility Tractor & Attachments						50,000						50,000			(50,000)			(50,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
Total Marina Equipment & Vehicle Replacement Program						95,000						95,000			(95,000)			(95,000)
Other Replacements																		
7632201 PDHM Security Gate & Lighting		90,000										90,000			(90,000)			(90,000)
7632502 PDHM Pavilion Refurbishment					100,000							100,000			(100,000)			(100,000)
7632605 PRHM Resurface Parking Area & Roadway						15,000						15,000			(15,000)			(15,000)
7632702 PDHM Resurface Roadways/Parking - North, West ar									300,000			300,000			(300,000)			(300,000)
7631604 PRHM Upgrades & Renovations										830,000		830,000		(830,000)				(830,000)
Total Other Replacements		90,000			100,000	15,000			300,000	830,000		1,335,000		(830,000)	(505,000)			(1,335,000)
Total Marinas		90,000	35,000	111,000	100,000	110,000	100,000		300,000	830,000	4,500,000	6,176,000		(5,330,000)	(846,000)			(6,176,000)
Roads																		
Parking Lot Preservation Program																		
5632310 2023 Parking Lot Preservation Program			78,000									78,000				(78,000)		(78,000)
5632410 2024 Parking Lot Preservation Program				80,000								80,000				(80,000)		(80,000)
5632510 2025 Parking Lot Preservation Program					82,000							82,000				(82,000)		(82,000)
5632606 2026 Parking Lot Preservation Program						84,000						84,000				(84,000)		(84,000)
5632706 2027 Parking Lot Preservation Program							86,000					86,000				(86,000)		(86,000)
5632806 2028 Parking Lot Preservation Program								88,000				88,000				(88,000)		(88,000)
5632905 2029 Parking Lot Preservation Program									90,000			90,000				(90,000)		(90,000)
5633006 2030 Parking Lot Preservation Program										92,000		92,000				(92,000)		(92,000)
5633102 2031 Parking Lot Preservation Program											94,000	94,000				(94,000)		(94,000)
Total Parking Lot Preservation Program			78,000	80,000	82,000	84,000	86,000	88,000	90,000	92,000	94,000	774,000				(774,000)		(774,000)
Retaining Wall Program																		
5632205 2022 Retaining Walls		64,000										64,000			(64,000)			(64,000)
5632305 2023 Retaining Walls			66,000									66,000			(66,000)			(66,000)
5632405 2024 Retaining Walls				67,000								67,000			(67,000)			(67,000)
5632506 2025 Retaining Walls					69,000							69,000			(69,000)			(69,000)
5632604 2026 Retaining Walls						71,000						71,000			(71,000)			(71,000)
5632703 2027 Retaining Walls							72,000					72,000			(72,000)			(72,000)
5632803 2028 Retaining Walls								74,000				74,000			(74,000)			(74,000)
5632904 2029 Retaining Walls									76,000			76,000			(76,000)			(76,000)
5633005 2030 Retaining Walls										78,000		78,000			(78,000)			(78,000)
5633103 2031 Retaining Walls											80,000	80,000			(80,000)			(80,000)
Total Retaining Wall Program		64,000	66,000	67,000	69,000	71,000	72,000	74,000	76,000	78,000	80,000	717,000			(717,000)			(717,000)
Material Storage Dome Reshingling Program																		
5632211 2022 Material Storage Dome Reshingling		47,000										47,000			(47,000)			(47,000)
5632411 2024 Material Storage Dome Reshingling				49,000								49,000			(49,000)			(49,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST									FUNDING SOURCES						
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5632608 2026 Material Storage Dome Reshingling						52,000						52,000			(52,000)			(52,000)
5632808 2028 Material Storage Dome Reshingling								55,000				55,000			(55,000)			(55,000)
5633001 2030 Material Storage Dome Reshingling										57,000		57,000			(57,000)			(57,000)
Total Material Storage Dome Reshingling Program		47,000		49,000		52,000		55,000		57,000		260,000			(260,000)			(260,000)
Total Roads		111,000	144,000	196,000	151,000	207,000	158,000	217,000	166,000	227,000	174,000	1,751,000			(977,000)	(774,000)		(1,751,000)
Facilities																		
Generator Replacement Program																		
5332227 Generator - Port Rowan Medical Centre		15,000										15,000			(15,000)			(15,000)
5332715 Generator Replacement - EMS Base #6 Port Rowan		15,000										15,000			(15,000)			(15,000)
5332509 Generator Replacement - Fire Station #9 Port Rowan			11,000									11,000			(11,000)			(11,000)
5332510 Generator Replacement - Fire Station #10 St. William			11,000									11,000			(11,000)			(11,000)
5332113 Generator Replacement - Fire Station #7 Langton				11,000								11,000			(11,000)			(11,000)
5332407 Generator Replacement - Fire Station #1 Simcoe				60,000								60,000			(60,000)			(60,000)
5332508 Generator Replacement - Fire Station #3 Waterford				11,000								11,000			(11,000)			(11,000)
5332045 Generator Replacement - Norview Lodge					100,000							100,000			(100,000)			(100,000)
5332905 Generator Replacement - Fire Station #11 Vittoria						11,000						11,000			(11,000)			(11,000)
5332802 Generator Replacement - Norfolk County Garage								50,000				50,000			(50,000)			(50,000)
5332803 Generator Replacement - Simcoe Recreation Centre								50,000				50,000			(50,000)			(50,000)
5332804 Generator Replacement - GAB West Side Generator								120,000				120,000			(120,000)			(120,000)
5332906 Generator Replacement - Port Rowan Portable Gene									50,000			50,000			(50,000)			(50,000)
5333003 2030 Generator Replacement Program										50,000		50,000			(50,000)			(50,000)
5333103 2031 Generator Replacement Program											51,000	51,000			(51,000)			(51,000)
Total Generator Replacement Program		30,000	22,000	82,000	100,000	11,000		220,000	50,000	50,000	51,000	616,000			(616,000)			(616,000)
HVAC Replacement Program																		
5332213 Delhi Admin Building - Furnace Replacements (3)		30,000										30,000			(30,000)			(30,000)
5332218 Culver Operations Bldg - Rooftop HVAC Replacemen		30,000										30,000			(30,000)			(30,000)
5332222 Schellburg Ops Bldg - Furnace & A/C Replacement		30,000										30,000			(30,000)			(30,000)
7332216 Win-Del Fieldhouse - Heat Pump Replacement		10,000										10,000			(10,000)			(10,000)
7432207 Fire Station #4 Teeterville - HVAC Replacement		50,000										50,000			(50,000)			(50,000)
7432210 Fire Stn #7 Langton Training Room - HVAC Replacem		18,000										18,000			(18,000)			(18,000)
8332307 Delhi Tobacco Museum - HVAC Replacement		20,000										20,000			(20,000)			(20,000)
9132205 Simcoe Library - Heat Pump Replacements (18)		110,000										110,000			(110,000)			(110,000)
5332302 2023 HVAC Replacement Program			261,000									261,000			(261,000)			(261,000)
7332314 Delhi Arena - HVAC Controls Replacement			100,000									100,000			(100,000)			(100,000)
7332410 Langton Community Centre - HVAC Replacement				105,000								105,000			(105,000)			(105,000)
7332508 Port Rowan CC - HVAC Replacement				250,000								250,000			(250,000)			(250,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
7332509 Simcoe Talbot Gardens - HVAC Replacements (4)				35,000	350,000							385,000			(385,000)			(385,000)
5332511 Facilities Operations Building - HVAC Replacement					16,000							16,000			(16,000)			(16,000)
5332603 2026 HVAC Replacement Program						208,000						208,000			(208,000)			(208,000)
5632610 West Roads Operations Building - HVAC Replacement						35,000						35,000			(35,000)			(35,000)
7332607 Langton Arena - HVAC Replacement						30,000						30,000			(30,000)			(30,000)
9132604 Waterford Library - HVAC Replacement						60,000						60,000			(60,000)			(60,000)
5332710 2027 HVAC Replacement Program							129,000					129,000			(129,000)			(129,000)
7332710 Courtland CC - HVAC Replacement							90,000					90,000			(90,000)			(90,000)
8332708 Norfolk County Archives - HVAC Replacement							80,000					80,000			(80,000)			(80,000)
5331914 2028 HVAC Replacement Program								205,000				205,000			(205,000)			(205,000)
8332808 Port Dover Harbour Museum - HVAC Replacement								50,000				50,000			(50,000)			(50,000)
8332809 Waterford Museum - HVAC Replacement								50,000				50,000			(50,000)			(50,000)
5332904 2029 HVAC Replacement Program									141,000			141,000			(141,000)			(141,000)
5332907 Norfolk County Garage - HVAC Replacement									170,000			170,000			(170,000)			(170,000)
5333002 2030 HVAC Replacement Program										311,000		311,000			(311,000)			(311,000)
7333001 Waterford Arena - HVAC Replacement										110,000		110,000			(110,000)			(110,000)
5333102 2031 HVAC Replacement Program											317,000	317,000			(317,000)			(317,000)
Total HVAC Replacement Program		298,000	361,000	390,000	366,000	333,000	299,000	305,000	311,000	421,000	317,000	3,401,000			(3,401,000)			(3,401,000)
Roof Replacement Program																		
5332017 Port Dover Harbour Museum - Wheelhouse Full Roof		75,000										75,000			(75,000)			(75,000)
5332217 Delhi Kinsmen Pool - Full Roof Replacement		80,000										80,000			(80,000)			(80,000)
5332225 Governor Simcoe Square - Roof Rplcmnt Design		10,000										10,000			(10,000)			(10,000)
7331921 Langton Arena - Roof Replacement - East Side		200,000										200,000			(200,000)			(200,000)
7332409 Victoria District CC - Mansard Roof Upgrades		120,000										120,000			(120,000)			(120,000)
5332208 West Area Roads Facility - Full Roof Replacement			451,000									451,000			(451,000)			(451,000)
5332209 County Admin Building - Partial Roof Replacement			41,000									41,000			(41,000)			(41,000)
5332219 Langton Fire Station - Full Roof Replacement			277,000									277,000			(277,000)			(277,000)
5332303 2023 Roof Replacement Program			441,000									441,000			(441,000)			(441,000)
5332309 Simcoe Rec Centre Full Roof Replacement			1,000,000									1,000,000			(1,000,000)			(1,000,000)
5332403 2024 Roof Replacement Program				450,000								450,000			(450,000)			(450,000)
5332502 2025 Roof Replacement Program					344,000							344,000			(344,000)			(344,000)
5332602 2026 Roof Replacement Program						469,000						469,000			(469,000)			(469,000)
5332709 2027 Roof Replacement Program							478,000					478,000			(478,000)			(478,000)
5331913 2028 Roof Replacement Program								366,000				366,000			(366,000)			(366,000)
5332901 2029 Roof Replacement Program									359,000			359,000			(359,000)			(359,000)
5333001 2030 Roof Replacement Program										366,000		366,000			(366,000)			(366,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5333101 2031 Roof Replacement Program											373,000	373,000			(373,000)			(373,000)
Total Roof Replacement Program		485,000	2,210,000	450,000	344,000	469,000	478,000	366,000	359,000	366,000	373,000	5,900,000			(5,900,000)			(5,900,000)
Admin Buildings Repairs & Maintenance Program																		
5332122 Council Chambers Plaster Repairs		90,000										90,000			(90,000)			(90,000)
5332201 County Administration Building - Skylight			67,000									67,000			(67,000)			(67,000)
5332301 2023 Admin Buildings Repairs & Maintenance Progra			335,000									335,000			(335,000)			(335,000)
5332310 Server Room Relocation - Delhi Admin. Building			50,000									50,000			(50,000)			(50,000)
5332401 2024 Admin Buildings Repairs & Maintenance Progra				338,000								338,000			(338,000)			(338,000)
5332410 Delhi Admin Bldg Roof Reinforcement				80,000								80,000			(80,000)			(80,000)
5332504 2025 Admin Buildings Repairs & Maintenance Progra					344,000							344,000			(344,000)			(344,000)
5332604 2026 Admin Buildings Repairs & Maintenance Progra						352,000						352,000			(352,000)			(352,000)
5332711 2027 Admin Buildings Repairs & Maintenance Progra							129,000					129,000			(129,000)			(129,000)
5332716 Delhi Admin Building Electrical Equipment and Syster							180,000					180,000			(180,000)			(180,000)
5332717 Delhi Admin Building Fire Alarm System Replacemen							50,000					50,000			(50,000)			(50,000)
5331915 2028 Admin Buildings Repairs & Maintenance Progra								366,000				366,000			(366,000)			(366,000)
5332903 2029 Admin Buildings Repairs & Maintenance Progra									373,000			373,000			(373,000)			(373,000)
5333005 2030 Admin Buildings Repairs & Maintenance Progra										380,000		380,000			(380,000)			(380,000)
5333105 2031 Admin Buildings Repairs & Maintenance Progra											389,000	389,000			(389,000)			(389,000)
Total Admin Buildings Repairs & Maintenance Program		90,000	452,000	418,000	344,000	352,000	359,000	366,000	373,000	380,000	389,000	3,523,000			(3,523,000)			(3,523,000)
Elevator Replacement Program																		
5332049 Simcoe Talbot Gardens - Vertical Lift			90,000									90,000			(90,000)			(90,000)
5332306 Norfolk County Archives - Elevator Upgrades			190,000									190,000			(190,000)			(190,000)
8332107 Delhi Tobacco Museum - Vertical Lift			77,000									77,000			(77,000)			(77,000)
8332308 Norfolk Arts Centre - Elevator Replacement			200,000									200,000			(200,000)			(200,000)
5331912 County Administration Building - Elevator Rplcmnts				400,000								400,000			(400,000)			(400,000)
5332048 Delhi Friendship Centre - Vertical Lift				70,000								70,000			(70,000)			(70,000)
5332506 Port Dover Harbour Museum - Vertical Lift					75,000							75,000			(75,000)			(75,000)
5332507 Port Rowan Library - Vertical Lift										75,000		75,000			(75,000)			(75,000)
Total Elevator Replacement Program			557,000	470,000	75,000					75,000		1,177,000			(1,177,000)			(1,177,000)
Museums Repairs & Maintenance Program																		
5332039 Exterior Repairs - Norfolk County Archives		115,000										115,000			(115,000)			(115,000)
5332304 2023 Museums Repairs & Maintenance			51,000									51,000			(51,000)			(51,000)
8332207 Net Shanty Building & Structural Repairs - Pt Dover M			358,000									358,000			(358,000)			(358,000)
5331806 Insulate Back Storage Room - Waterford Museum				60,000								60,000			(60,000)			(60,000)
5332404 2024 Museums Repair & Maintenance				51,000								51,000			(51,000)			(51,000)
8332506 2025 Museums Repairs & Maintenance					51,000							51,000			(51,000)			(51,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
8332606 2026 Museums Repairs & Maintenance						51,000						51,000			(51,000)			(51,000)
8331814 2027 Museums Repairs & Maintenance							51,000					51,000			(51,000)			(51,000)
8331913 2028 Museums Repairs & Maintenance								51,000				51,000			(51,000)			(51,000)
8332907 2029 Museums Repairs & Maintenance									51,000			51,000			(51,000)			(51,000)
8333001 2030 Museums Repairs & Maintenance										51,000		51,000			(51,000)			(51,000)
5333106 2031 Museums Repairs & Maintenance											51,000	51,000			(51,000)			(51,000)
Total Museums Repairs & Maintenance Program		115,000	409,000	111,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	992,000			(992,000)			(992,000)
County Building Repair & Maintenance Program																		
5332110 Building Repairs - Langton Arena		468,000										468,000			(468,000)			(468,000)
5332220 Fire Separations - Langton CC & Port Dover CC		90,000										90,000			(90,000)			(90,000)
5332224 Piping Replacement - Culver Operations Building		75,000										75,000			(75,000)			(75,000)
5632212 Exterior Wall Repairs - Central Roads Building		150,000										150,000			(150,000)			(150,000)
7331855 Exterior Restoration - Old Vittoria Town Hall		300,000										300,000			(300,000)			(300,000)
5331917 Exhaust Extraction System - Norfolk County Garage			57,000									57,000			(57,000)			(57,000)
5332028 Exterior Lighting Replacement - Waterford Library			55,000									55,000	(1,000)		(54,000)			(55,000)
5332107 Exterior & Interior Repairs - South Walsingham Hall			200,000									200,000			(200,000)			(200,000)
5332228 Stone Cap Repair - 60 Colborne St, Simcoe			46,000									46,000			(46,000)			(46,000)
5332311 Exterior Wall Repairs - Schellburg Ops Building			25,000									25,000			(25,000)			(25,000)
5332312 Washroom Renovation - Schellburg Ops Building			75,000									75,000			(75,000)			(75,000)
6332008 Phase 1 Siding Replacement - Norview Lodge			105,000									105,000			(105,000)			(105,000)
5332109 Exterior Repairs - Delhi Friendship Centre				105,000								105,000			(105,000)			(105,000)
6332208 Phase 2 Siding Replacement - Norview Lodge				102,000								102,000			(102,000)			(102,000)
7331930 Exterior Upgrades - Port Rowan CC				100,000								100,000			(100,000)			(100,000)
5632412 Overhead Door Replacement - Villa Nova Yard					30,000							30,000			(30,000)			(30,000)
5632609 Exterior Siding Repairs & Painting - Courtland Operat						50,000						50,000			(50,000)			(50,000)
6332605 Phase 3 Siding Replacement - Norview Lodge						117,000						117,000			(117,000)			(117,000)
7432612 Inverter Replacement - Fire Station #3 Waterford						6,000						6,000				(6,000)		(6,000)
6332805 Phase 4 Siding Replacement - Norview Lodge								117,000				117,000			(117,000)			(117,000)
9132902 Windows & Glazing Rplcmnts - Waterford Library									50,000			50,000			(50,000)			(50,000)
6333012 Phase 5 Siding Replacement - Norview Lodge										120,000		120,000			(120,000)			(120,000)
Total County Building Repair & Maintenance Program		1,083,000	563,000	307,000	30,000	173,000		117,000	50,000	120,000		2,443,000	(1,000)		(2,436,000)	(6,000)		(2,443,000)
LED Street Lighting Retrofit Program																		
5332115 2023 LED Street Lighting Retrofit Program			154,000									154,000				(154,000)		(154,000)
5332211 2024 LED Street Lighting Retrofit Program				158,000								158,000				(158,000)		(158,000)
5332307 2025 LED Street Lighting Retrofit Program					162,000							162,000				(162,000)		(162,000)
5332406 2026 LED Street Lighting Retrofit Program						166,000						166,000				(166,000)		(166,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
Total LED Street Lighting Retrofit Program			154,000	158,000	162,000	166,000						640,000				(640,000)		(640,000)
Other Replacements																		
5331910 Soil Remediation Norfolk County Garage & Woodlot	8,901,000	750,000	750,000	750,000	750,000							3,000,000		(3,000,000)				(3,000,000)
7332217 Delhi Quance Mill Building Restoration		10,000	205,000									215,000			(215,000)			(215,000)
Total Other Replacements	8,901,000	760,000	955,000	750,000	750,000							3,215,000		(3,000,000)	(215,000)			(3,215,000)
Total Facilities	8,901,000	2,861,000	5,683,000	3,136,000	2,222,000	1,555,000	1,187,000	1,425,000	1,194,000	1,463,000	1,181,000	21,907,000	(1,000)	(3,000,000)	(18,260,000)	(646,000)		(21,907,000)
Fleet																		
Tandem Axle Truck Replacement Program																		
5432220 2022 Tandem Axle Truck Replacement		365,000										365,000			(365,000)			(365,000)
5432221 2022 Tandem Axle Truck Replacement		365,000										365,000			(365,000)			(365,000)
5432222 2022 Tandem Axle Truck Replacement		365,000										365,000			(365,000)			(365,000)
5432323 2023 Tandem Axle Truck Replacement			372,000									372,000			(372,000)			(372,000)
5432324 2023 Tandem Axle Truck Replacement			372,000									372,000			(372,000)			(372,000)
5432325 2023 Tandem Axle Truck Replacement			372,000									372,000			(372,000)			(372,000)
5432417 2024 Tandem Axle Truck Replacement				379,000								379,000			(379,000)			(379,000)
5432418 2024 Tandem Axle Truck Replacement				379,000								379,000			(379,000)			(379,000)
5432419 2024 Tandem Axle Truck Replacement				379,000								379,000			(379,000)			(379,000)
5432326 2025 Tandem Axle Truck Replacement					387,000							387,000			(387,000)			(387,000)
5432420 2025 Tandem Axle Truck Replacement					387,000							387,000			(387,000)			(387,000)
5432609 2026 Tandem Axle Truck Replacement						395,000						395,000			(395,000)			(395,000)
5432610 2026 Tandem Axle Truck Replacement						395,000						395,000			(395,000)			(395,000)
5432709 2027 Tandem Axle Truck Replacement							403,000					403,000			(403,000)			(403,000)
5432710 2027 Tandem Axle Truck Replacement							403,000					403,000			(403,000)			(403,000)
5432711 2027 Tandem Axle Truck Replacement							403,000					403,000			(403,000)			(403,000)
5432802 2028 Tandem Axle Truck Replacement								410,000				410,000			(410,000)			(410,000)
5432806 2028 Tandem Axle Truck Replacement								410,000				410,000			(410,000)			(410,000)
5432807 2028 Tandem Axle Truck Replacement								410,000				410,000			(410,000)			(410,000)
5432902 2029 Tandem Axle Truck Replacement									419,000			419,000			(419,000)			(419,000)
5432906 2029 Tandem Axle Truck Replacement									419,000			419,000			(419,000)			(419,000)
5432907 2029 Tandem Axle Truck Replacement									419,000			419,000			(419,000)			(419,000)
5433002 2030 Tandem Axle Truck Replacement										427,000		427,000			(427,000)			(427,000)
5433010 2030 Tandem Axle Truck Replacement										427,000		427,000			(427,000)			(427,000)
5433011 2030 Tandem Axle Truck Replacement										427,000		427,000			(427,000)			(427,000)
5433103 2031 Tandem Axle Truck Replacement											438,000	438,000			(438,000)			(438,000)
5433104 2031 Tandem Axle Truck Replacement											438,000	438,000			(438,000)			(438,000)
5433105 2031 Tandem Axle Truck Replacement											438,000	438,000			(438,000)			(438,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
Total Tandem Axle Truck Replacement Program		1,095,000	1,116,000	1,137,000	774,000	790,000	1,209,000	1,230,000	1,257,000	1,281,000	1,314,000	11,203,000			(11,203,000)			(11,203,000)
One Ton Truck Replacement Program																		
5432103 2023 One Ton Truck Replacement			86,000									86,000			(86,000)			(86,000)
5432116 2023 One Ton Truck Replacement			86,000									86,000			(86,000)			(86,000)
5432208 2023 One Ton Truck Replacement			86,000									86,000			(86,000)			(86,000)
5432310 2025 One Ton Truck Replacement					90,000							90,000			(90,000)			(90,000)
5432311 2025 One Ton Truck Replacement					90,000							90,000			(90,000)			(90,000)
5432704 2027 One Ton Truck Replacement							93,000					93,000			(93,000)			(93,000)
5432717 2027 One Ton Truck Replacement							93,000					93,000			(93,000)			(93,000)
5433004 2030 One Ton Truck Replacement										100,000		100,000			(100,000)			(100,000)
5433017 2030 One Ton Truck Replacement										100,000		100,000			(100,000)			(100,000)
5433018 2030 One Ton Truck Replacement										100,000		100,000			(100,000)			(100,000)
Total One Ton Truck Replacement Program			258,000		180,000		186,000			300,000		924,000			(924,000)			(924,000)
Pickup Truck Replacement Program																		
5432225 2022 Pickup Truck Replacement		43,000										43,000			(43,000)			(43,000)
5432226 2022 Pickup Truck Replacement		43,000										43,000			(43,000)			(43,000)
5432227 2022 Pickup Truck Replacement		43,000										43,000			(43,000)			(43,000)
5432228 2022 Pickup Truck Replacement		43,000										43,000			(43,000)			(43,000)
5432229 2022 4X4 Pickup Truck Replacement		48,000										48,000			(48,000)			(48,000)
5432230 2022 4X4 Pickup Truck Replacement		48,000										48,000			(48,000)			(48,000)
5432327 2023 Pickup Truck Replacement			43,000									43,000			(43,000)			(43,000)
5432328 2023 Pickup Truck Replacement			43,000									43,000			(43,000)			(43,000)
5432329 2023 Pickup Truck Replacement			43,000									43,000			(43,000)			(43,000)
5432330 2023 Pickup Truck Replacement			43,000									43,000			(43,000)			(43,000)
5432331 2023 Pickup Truck Replacement			43,000									43,000			(43,000)			(43,000)
5432332 2023 Pickup Truck Replacement			43,000									43,000			(43,000)			(43,000)
5432402 2024 Pickup Truck Replacement				44,000								44,000			(44,000)			(44,000)
5432421 2024 Pickup Truck Replacement				44,000								44,000			(44,000)			(44,000)
5432422 2024 Pickup Truck Replacement				44,000								44,000			(44,000)			(44,000)
5432423 2024 Pickup Truck Replacement				44,000								44,000			(44,000)			(44,000)
5432424 2024 Pickup Truck Replacement				44,000								44,000			(44,000)			(44,000)
5432425 2024 Pickup Truck Replacement				44,000								44,000			(44,000)			(44,000)
5432505 2025 Pickup Truck Replacement					45,000							45,000			(45,000)			(45,000)
5432512 2025 Pickup Truck Replacement					45,000							45,000			(45,000)			(45,000)
5432513 2025 Pickup Truck Replacement					45,000							45,000			(45,000)			(45,000)
5432514 2025 Pickup Truck Replacement					45,000							45,000			(45,000)			(45,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5432515 2025 Pickup Truck Replacement					45,000							45,000			(45,000)			(45,000)
5432516 2025 Pickup Truck Replacement					45,000							45,000			(45,000)			(45,000)
5432602 2026 Pickup Truck Replacement						46,000						46,000			(46,000)			(46,000)
5432611 2026 Pickup Truck Replacement						46,000						46,000			(46,000)			(46,000)
5432612 2026 Pickup Truck Replacement						46,000						46,000			(46,000)			(46,000)
5432613 2026 Pickup Truck Replacement						46,000						46,000			(46,000)			(46,000)
5432614 2026 Pickup Truck Replacement						46,000						46,000			(46,000)			(46,000)
5432615 2026 Pickup Truck Replacement						46,000						46,000			(46,000)			(46,000)
5432703 2027 Pickup Truck Replacement							47,000					47,000			(47,000)			(47,000)
5432712 2027 Pickup Truck Replacement							47,000					47,000			(47,000)			(47,000)
5432713 2027 Pickup Truck Replacement							47,000					47,000			(47,000)			(47,000)
5432714 2027 Pickup Truck Replacement							47,000					47,000			(47,000)			(47,000)
5432715 2027 Pickup Truck Replacement							47,000					47,000			(47,000)			(47,000)
5432716 2027 Pickup Truck Replacement							47,000					47,000			(47,000)			(47,000)
5432801 2028 Pickup Truck Replacement								48,000				48,000			(48,000)			(48,000)
5432808 2028 Pickup Truck Replacement								48,000				48,000			(48,000)			(48,000)
5432809 2028 Pickup Truck Replacement								48,000				48,000			(48,000)			(48,000)
5432810 2028 Pickup Truck Replacement								48,000				48,000			(48,000)			(48,000)
5432811 2028 Pickup Truck Replacement								48,000				48,000			(48,000)			(48,000)
5432812 2028 Pickup Truck Replacement								48,000				48,000			(48,000)			(48,000)
5432901 2029 Pickup Truck Replacement									49,000			49,000			(49,000)			(49,000)
5432908 2029 Pickup Truck Replacement									49,000			49,000			(49,000)			(49,000)
5432909 2029 Pickup Truck Replacement									49,000			49,000			(49,000)			(49,000)
5432910 2029 Pickup Truck Replacement									49,000			49,000			(49,000)			(49,000)
5432911 2029 Pickup Truck Replacement									49,000			49,000			(49,000)			(49,000)
5432912 2029 Pickup Truck Replacement									49,000			49,000			(49,000)			(49,000)
5433001 2030 Pickup Truck Replacement										50,000		50,000			(50,000)			(50,000)
5433012 2030 Pickup Truck Replacement										50,000		50,000			(50,000)			(50,000)
5433013 2030 Pickup Truck Replacement										50,000		50,000			(50,000)			(50,000)
5433014 2030 Pickup Truck Replacement										50,000		50,000			(50,000)			(50,000)
5433015 2030 Pickup Truck Replacement										50,000		50,000			(50,000)			(50,000)
5433016 2030 Pickup Truck Replacement										50,000		50,000			(50,000)			(50,000)
5433101 2031 Pickup Truck Replacement											51,000	51,000			(51,000)			(51,000)
5433106 2031 Pickup Truck Replacement												51,000			(51,000)			(51,000)
5433107 2031 Pickup Truck Replacement												51,000			(51,000)			(51,000)
5433108 2031 Pickup Truck Replacement												51,000			(51,000)			(51,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5433109 2031 Pickup Truck Replacement											51,000	51,000			(51,000)			(51,000)
5433110 2031 Pickup Truck Replacement											51,000	51,000			(51,000)			(51,000)
Total Pickup Truck Replacement Program		268,000	258,000	264,000	270,000	276,000	282,000	288,000	294,000	300,000	306,000	2,806,000			(2,806,000)			(2,806,000)
Single Axle Truck Replacement Program																		
5432104 2023 Single Axle Truck Replacement			320,000									320,000			(320,000)			(320,000)
5432107 2023 Single Axle Truck Replacement			320,000									320,000			(320,000)			(320,000)
5432312 2026 Single Axle Truck Replacement						338,000						338,000			(338,000)			(338,000)
5432320 2026 Single Axle Truck Replacement						338,000						338,000			(338,000)			(338,000)
5432903 2029 Single Axle Truck Replacement								359,000				359,000			(359,000)			(359,000)
Total Single Axle Truck Replacement Program			640,000			676,000		359,000				1,675,000			(1,675,000)			(1,675,000)
Mower Replacement Program																		
5432035 Tractor/Mower Replacement - M571		47,000										47,000			(47,000)			(47,000)
5432201 Tractor/Mower Replacement - M554		42,000										42,000			(42,000)			(42,000)
5432119 Tractor/Mower Replacement - M585			31,000									31,000			(31,000)			(31,000)
5432319 Mower Replacement - M533			32,000									32,000			(32,000)			(32,000)
5432407 Mower Replacement - M544				32,000								32,000			(32,000)			(32,000)
5432408 Tractor/Mower Replacement - M545				43,000								43,000			(43,000)			(43,000)
5432503 Tractor/Mower Replacement - M553					33,000							33,000			(33,000)			(33,000)
5432606 2026 Tractor/Mower Replacement						46,000						46,000			(46,000)			(46,000)
5432706 2027 Tractor/Mower Replacement							47,000					47,000			(47,000)			(47,000)
5432805 2028 Mower Replacement								23,000				23,000			(23,000)			(23,000)
5432813 2028 Mower Replacement								23,000				23,000			(23,000)			(23,000)
5432814 2028 Mower Replacement								23,000				23,000			(23,000)			(23,000)
5432905 2029 Mower Replacement									24,000			24,000			(24,000)			(24,000)
5432913 2029 Mower Replacement									24,000			24,000			(24,000)			(24,000)
5432914 2029 Mower Replacement									24,000			24,000			(24,000)			(24,000)
5433009 2030 Mower Replacement										25,000		25,000			(25,000)			(25,000)
5433019 2030 Mower Replacement										25,000		25,000			(25,000)			(25,000)
5433020 2030 Mower Replacement										25,000		25,000			(25,000)			(25,000)
5433102 2031 Mower Replacement											26,000	26,000			(26,000)			(26,000)
5433111 2031 Mower Replacement											26,000	26,000			(26,000)			(26,000)
5433112 2031 Mower Replacement											26,000	26,000			(26,000)			(26,000)
Total Mower Replacement Program		89,000	63,000	75,000	33,000	46,000	47,000	69,000	72,000	75,000	78,000	647,000			(647,000)			(647,000)
Van Replacement Program																		
5432124 Mini Van Replacement - V011			26,000									26,000			(26,000)			(26,000)
5432313 Van Replacement - V013			32,000									32,000			(32,000)			(32,000)



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Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges	TOTAL FUNDING (2022 to 2031)
5432209 Mini Van Replacement - V015				32,000								32,000			(32,000)			(32,000)
5432705 Mini Van Replacement - V016								34,000				34,000			(34,000)			(34,000)
5432804 2028 Van Replacement												35,000			(35,000)			(35,000)
5432815 2028 Van Replacement												35,000			(35,000)			(35,000)
5432816 2028 Van Replacement												35,000			(35,000)			(35,000)
5432904 2029 Van Replacement										41,000		41,000			(41,000)			(41,000)
5432915 2029 Van Replacement										41,000		41,000			(41,000)			(41,000)
5432916 2029 Van Replacement										41,000		41,000			(41,000)			(41,000)
5433003 2030 Van Replacement											36,000	36,000			(36,000)			(36,000)
Total Van Replacement Program			58,000	32,000			34,000	105,000	123,000	36,000		388,000			(388,000)			(388,000)
Fleet Capital Equipment Replacement Program																		
5431806 Tractor/Loader/Backhoe Replacement - B051		156,000										156,000			(156,000)			(156,000)
5432001 Brush Chipper Replacement - E150		62,000										62,000			(62,000)			(62,000)
5432211 Street Sweeper Replacement - S023		353,000										353,000			(353,000)			(353,000)
5431803 Roller Replacement - S423			244,000									244,000			(244,000)			(244,000)
5432409 Utility Vehicle Replacement - U014				23,000								23,000			(23,000)			(23,000)
5432301 Brush Chipper Replacement - E182					66,000							66,000			(66,000)			(66,000)
5432504 Chip Spreader Replacement - S710					220,000							220,000			(220,000)			(220,000)
5432305 Tar Distributor Replacement - S730						392,000						392,000			(392,000)			(392,000)
5432401 Brush Chipper Replacement - E190						67,000						67,000			(67,000)			(67,000)
5432510 Street Sweeper Replacement - S072							302,000					302,000			(302,000)			(302,000)
5432803 Norview Bus Replacement - N006								198,000				198,000			(198,000)			(198,000)
5433005 Motor Grader Replacement - G861										310,000		310,000			(310,000)			(310,000)
5433006 Loader Replacement - L014										240,000		240,000			(240,000)			(240,000)
5433007 Loader Replacement - L090										240,000		240,000			(240,000)			(240,000)
5433008 Backhoe Replacement - B051										180,000		180,000			(180,000)			(180,000)
Total Fleet Capital Equipment Replacement Program		571,000	244,000	23,000	286,000	459,000	302,000	198,000		970,000		3,053,000			(3,053,000)			(3,053,000)
Total Fleet		2,023,000	2,637,000	1,531,000	1,543,000	2,247,000	2,060,000	1,890,000	2,105,000	2,962,000	1,698,000	20,696,000			(20,696,000)			(20,696,000)
Total Operations	8,916,000	5,532,000	9,518,000	6,668,000	6,126,000	4,801,000	5,066,000	4,249,000	4,085,000	5,766,000	7,795,000	59,606,000	(29,000)	(11,497,000)	(44,488,000)	(3,592,000)		(59,606,000)
Community Development																		
Economic Development																		
Other Replacements																		
8432002 Cedar Street Electronic Sign			31,000									31,000				(31,000)		(31,000)
8432004 Erie Shores Wind Farm Display Replacement			10,000									10,000				(10,000)		(10,000)
Total Other Replacements			41,000									41,000				(41,000)		(41,000)
Total Economic Development			41,000									41,000				(41,000)		(41,000)



PROPOSED 2022-2031 CAPITAL PLAN
ASSET MANAGEMENT CAPITAL

Project	LTD BUDGET	CAPITAL BUDGET	CAPITAL FORECAST										FUNDING SOURCES					TOTAL FUNDING (2022 to 2031)	
	2021 & Prior	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL BUDGET (2022 to 2031)	Grants, Subsidies & Donations	Debt Financing	Reserves & Reserve Funds	Levy/Rates	Development Charges		
Planning																			
Aerial Photography Updates Program																			
8232502 2025 Aerial Photography Updates					22,000							22,000				(22,000)			(22,000)
8233001 2030 Aerial Photography Updates										24,000		24,000				(24,000)			(24,000)
Total Aerial Photography Updates Program					22,000					24,000		46,000				(46,000)			(46,000)
Total Planning					22,000					24,000		46,000				(46,000)			(46,000)
Total Community Development			41,000		22,000					24,000		87,000				(87,000)			(87,000)
Total ASSET MANAGEMENT CAPITAL	10,810,000	36,550,000	52,688,000	41,364,000	58,225,000	44,552,000	46,277,000	36,726,000	40,359,000	50,004,000	47,492,000	454,237,000	(12,346,000)	(80,306,000)	(346,064,000)	(4,219,000)	(11,302,000)	(454,237,000)	